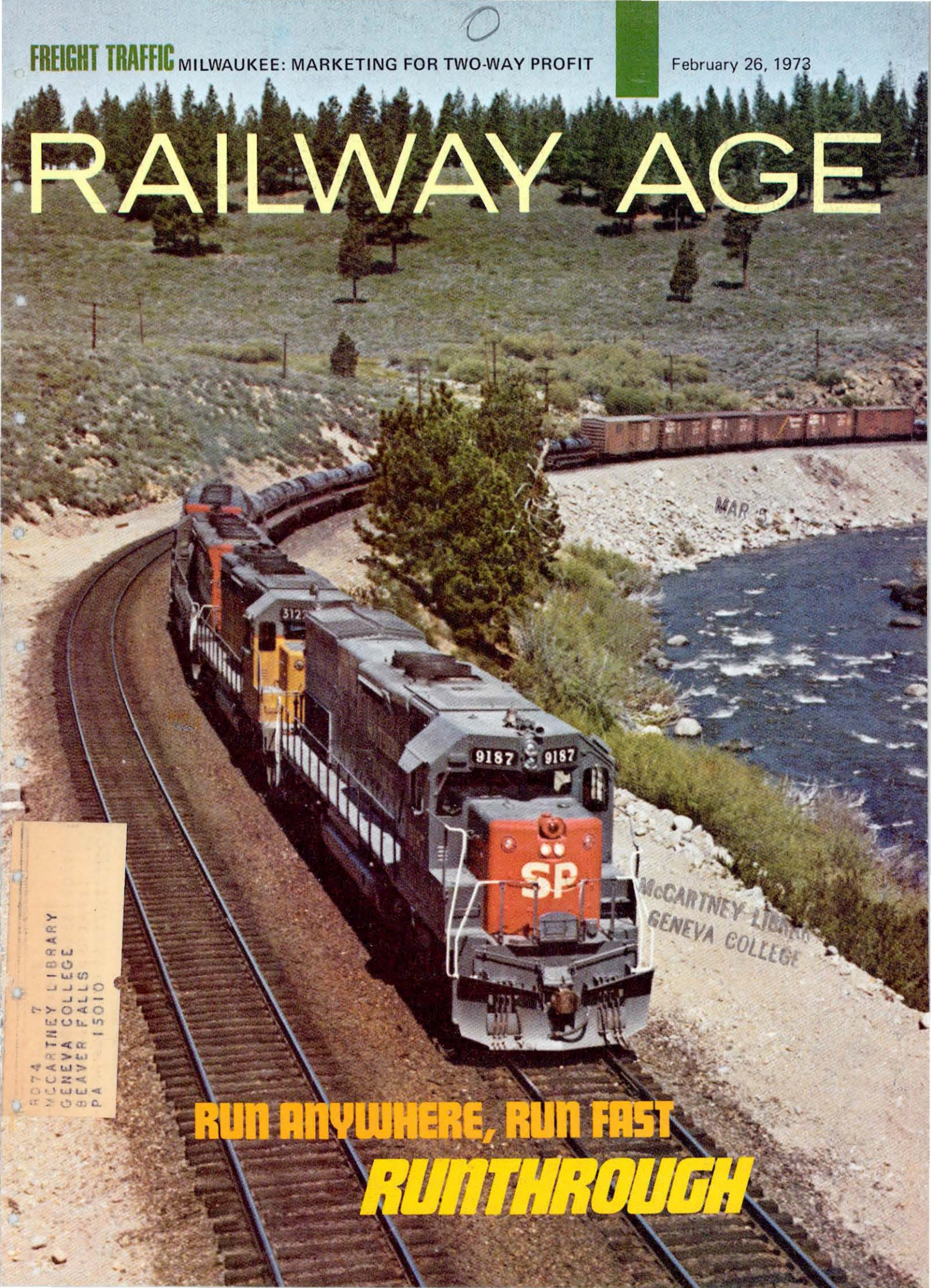
FREIGHT TRAFFIC MILWAUKEE: MARKETING FOR TWO-WAY PROFIT February 26, 1973

RAILWAY AGE



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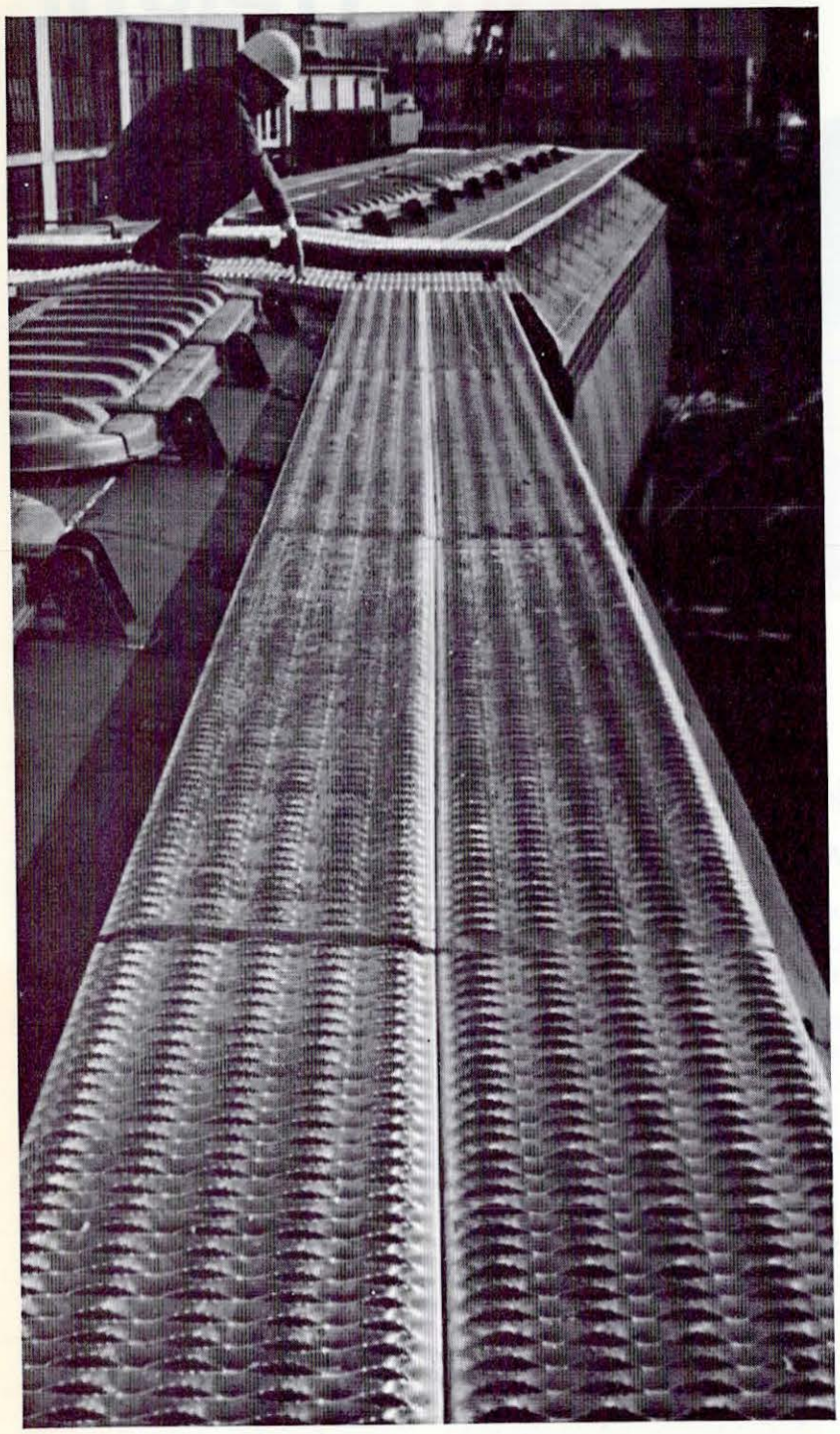

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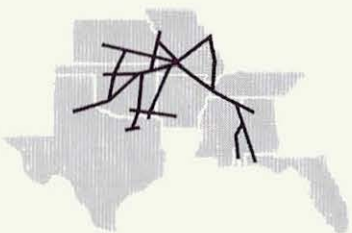

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RAILWAY AGE

February 26, 1973 • Vol. 174 No. 4

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Inside

LUTHER MILLER

GOODBYE, GOODTIME CHARLIE...

In the good old days, the principal sales aids of Diamond Jim Brady (besides, of course, a very good product, the all steel freight car) were wine and women—the latter being innocent of nothing, in the words of one contemporary chronicler, except their clothes. This approach was widely though modestly copied by Mr. Brady's contemporaries; it has survived to this very day as the cigar-and-bottle-of-booze school of salesmanship.

But what worked well in the naughty nineties is, in the sober seventies, as outdated as one of Mr. Brady's freight cars. Today there is a whole new breed of professional salesmen working on the railroad. Or is there?

...HELLO, NEW BREED

No man is more important to the railroad business today than the freight solicitor. In its February Traffic Poll, Railway Age asked leading shippers across the land: "Do we really have a 'new breed' of freight salesmen—or are railroads only sending out the same old breed with new faces?"

By and large, the 86 shippers participating in the poll (p. 38) agreed that there is a new breed. He is more professional than his predecessor; he knows more about his own product; he knows more about his customer's needs. He is as good as his counterpart who sells for the motor carriers, and better than waterway or airline solicitors. But the shippers also agree that today's freight salesman—and the managers who send him out on the road—still have a long way to go.

The salesman, say these shippers, needs more support, both from top management and from operations. He needs better formal training. He is often spread too thin over a large territory. He is sometimes still inclined to count carloads rather than revenues. He is still, too often, not only ill-informed about his customer's requirements, but also about his company's ability to meet those requirements.

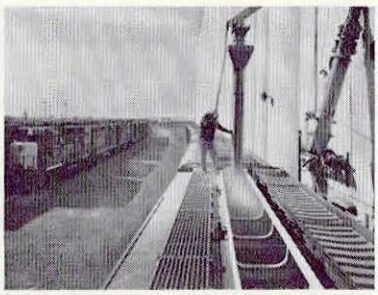
GIVING THEM THE TOOLS

Diamond Jim Brady, his persuasive abilities notwithstanding, could not have earned his diamonds without a good product to peddle; so it is that the best freight salesman is a poor one if his own product does not suit the shipper. Reliability of service is, perhaps, the biggest single shipper need; how one railroad, Norfolk & Western, is going about the task of achieving greater realiability is described in the article beginning on p. 36. A part of NW's answer is the runthrough train; the alpha (though not yet the omega) of this exciting new operational concept is explored by Senior Editor Gus Welty in the cover story beginning on p. 16. It's all part of making the marketing concept work; Milwaukee Road's two-way marketing approach is detailed in another Welty contribution (p. 22).

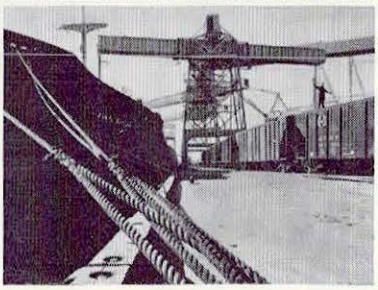
1,000 plus 1,000

Santa Fe again adds to its hopper fleet to provide 12,000 giant 100-ton cars to carry wheat for Russia and keep other bulk loads moving

Inspectors checking new hoppers at car builder's plant. Santa Fe pioneered the use of these giant 100-ton covered hoppers for moving wheat, potash and other bulk commodities.



Trough hatches extending the length of car roof permit loading in about 12 minutes. Cars can be unloaded in less than three minutes.



Cars at dock facilities for transloading wheat to elevator and ship.

Santa Fe is now taking delivery of 1,000 giant hopper cars and we have just ordered 1,000 more for the fastest possible construction. All together, 12,000 hoppers will soon be rolling at a record pace along with other types of cars to meet unprecedented demands at this time for rail transportation.

Moscow To Moscow—historic turnaround for America's wheat.

The history of wheat on the Santa Fe started back in the 1870's when railway representatives were sent to Europe with a view in mind of winning settlers to Kansas.

Through this effort, the Mennonites emigrated from Russia in 1874 and brought with them a few sacks of wheat—red wheat—that thrived and transformed the Midwest and parts of the Southwest into the breadbasket of the world. Today, one of the cities, not far from the center of the wheat belt on the Santa Fe, carries the name of Moscow, Kansas.

Now, the same type of wheat brought to this country by the Mennonites is going back. It is part of the 400 million bushels being sold to the Soviet Union. Santa Fe's giant hopper cars are moving it. The company that helped bring wheat to this country is now moving it out, 100 years later.

"Handling export wheat for Russia while keeping potash and other bulk commodities moving along with all types of freight is a big job. Teamwork is required between railroads, port authorities and exporters in the scheduling of wheat movements to coordinate with sea-going vessels, —at the same time we seek cooperation of all shippers relying on Santa Fe freight service.

The heavy volume of freight now moving puts the teamwork and cooperation of everyone to the test and Santa Fe is working closely with its customers to meet this transportation challenge successfully—"

John S. Reed

Chairman and Chief Executive Officer

THE ATCHISON, TOPEKA AND **SANTA FE RAILWAY** *A SANTA FE INDUSTRIES COMPANY*

RAILWAY AGE

FEBRUARY 1973

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Short and Significant

WASHINGTON: OLD FACES IN NEW PLACES

President Nixon will soon nominate Daniel O'Neal, the young (36) legislative-aide linchpin of the Senate Commerce Committee on surface transportation, to membership on the Interstate Commerce Commission. . .Woodruff Price, who used to be top staff man at the National Association of Railroad Passengers, has just assumed duties as legislative aide to Rep. Brock Adams (D.-Wash.), prime mover of the Surface Transportation Act proposals. . .DOT Secretary Claude S. Brineger, it is said, will appoint Robert T. Monagan, Republican minority leader of the California State Assembly, as Assistant Secretary for Congressional Relations, a new post covering chores which former Secretary John A. Volpe handled himself.

ICC DENIES REQUEST FOR FREIGHT SURCHARGE

The ICC denied Southern and Western railroads a 2% emergency surcharge to their freight rates, 3½ weeks after the petition was filed. The unanimous decision, which would not, the ICC stressed, bias petitions for a permanent rate increase, also denied a request for an investigation of the revenue needs of all railroads. The Eastern roads did not participate in this petition, and the intra-territorial disruption such a surcharge would cause "nullified any possibility of affirmative action on this proposal," said ICC.

NJ MOVES TO UPGRADE ERIE ELECTRIFICATION

An application for $94 million in funds from the Urban Mass Transportation Administration has been filed by the New Jersey Department of Transportation. It would cover two-thirds of the cost of a $141 million rehabilitation of the electrified suburban service of Erie Lackawanna that would include acquisition of 200 high-speed cars, conversion of the existing 3000-volt direct-current catenary system to alternating current, extension of electrification 10 miles to Netcong, N.J., and construction of new terminals and facilities. State funding would come from its 1968 Transportation Bond Issue.

N&W: COMMUNICATIONS FOR 1990

Norfolk & Western will be spending about $13 million over the next three years for an expansion and modernization of its communications facilities—including the installation of a 2,400-mile microwave system designed to handle the communications load expected in 1990. First in line is a microwave link between Roanoke and Cleveland, which will be in service by mid-1974. Next will come extensions to St. Louis, Chicago, Buffalo, Kansas City, Pittsburgh and Norfolk. And, while the microwave project is going forward, NW will also be modernizing a dozen telephone switching centers and upgrading its existing VHF train-radio system.

RRIS WILL DISSEMINATE RAIL RESEARCH RESULTS

Worldwide rail research will soon become available to "everyone concerned with running a railroad," said FRA Feb. 14. Dissemination of such studies will be through a Railroad Research Information Service now under development by FRA and the National Academy of Sciences. RRIS, as it is already dubbed, will become operational later this year and will provide a computerized abstract of information provided by FRA, rails themselves, equipment suppliers, university projects, and AAR.

BOEING BIDS LOW ON LIGHT RAIL VEHICLES

Boeing Vertol has been the apparent low bidder for 150 light rail vehicles (street cars) for the Massachusetts Bay Transportation Authority and for 80 similar cars for San Francisco's Municipal Railway Improvement Corp. The $69 million bid calls for completion of the first car 18 months after the contract signing and production of one of the articulated vehicles every working day thereafter. The 71-foot cars will be built at Boeing's Philadelphia plant.

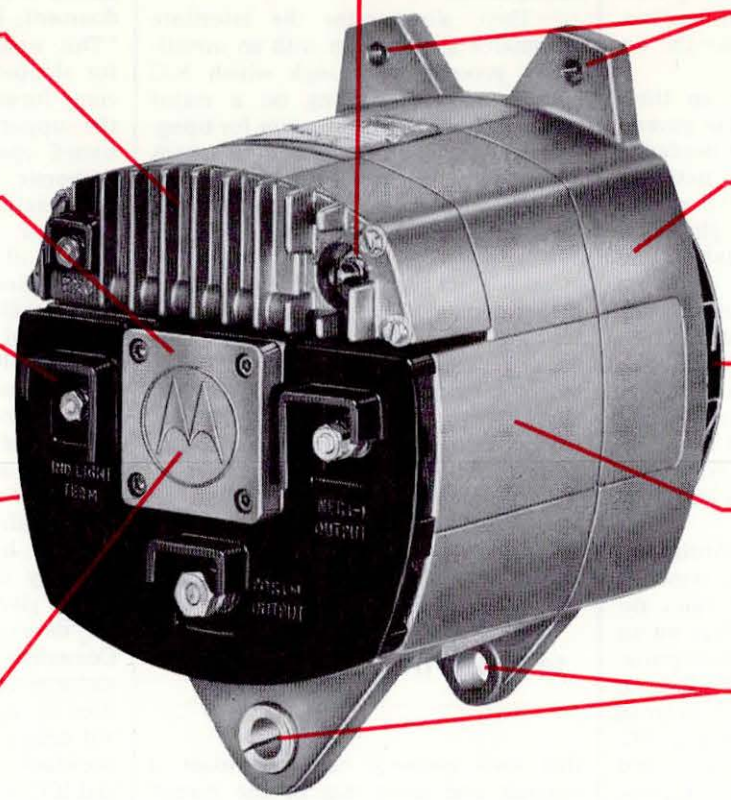
UMTA MAKES $7.4 MILLION GRANT FOR ICG CARS

A $7.4 million grant to the Chicago South Suburban Mass Transit District from the Urban Mass Transportation Administration will permit Illinois Central Gulf to phase out the last of its obsolete 1926 commuter cars. Since the 15 bi-level replacements would be of the same configuration as those involved in the rear-end collision in Chicago on Oct. 30, 1972, the UMTA grant requires that specifications not be approved until they can incorporate any safety recommendations made by the National Transportation Safety Board.

KERRY SHEERAN DIES AT 74

Kieran F. (Kerry) Sheeran, 74, died Feb. 10 at Oak Lawn, Ill. Early in his career, Mr. Sheeran was employed by the Rock Island; in 1924 he joined Railway Purchases & Stores as a salesman and began an association with railway trade publishing that was to stretch over nearly a half century. Assistant publisher of RP&S at the time of its acquisition by Simmons-Boardman Publishing Corp. in the late 1950's, he joined Simmons-Boardman and was regional manager (sales) in Chicago until retirement.

MOTOROLA *Brushless* ALTERNATORS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Integral, encapsulated, transistor-equipped silicon voltage regulator.
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Strong aluminum-silicon alloy housings. Weight without pulley approximately 25 lbs.
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New styling and compactness.
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Motorola has added a brushless alternator to its well accepted line of integral charging systems. This brushless unit incorporates Motorola precision and quality with strength, durability and attractive styling. Added features make this one of the finest integral charging systems Motorola has ever produced. Being brushless, these units require no downtime for brush maintenance or replacement. Encapsulated transistor-equipped regulators are built into these systems, and regulators have a five-position voltage adjustment switch for high, normal and low operation. Temperature compensation is included and selected voltage can be expected to remain constant between −20°F and +200°F within ±.4 volts. The entire charging system is designed to withstand load dump and transients.

This brushless integral charging system is capable of producing 88 amps @14.0 volts, 4,000 alternator RPM, 76°F. Output at low engine idle is above 40 amps at 600 engine RPM with 2:1 pulley ratio.

All specifications are based on laboratory tests. Learn all about the benefits of the Motorola brushless integral charging system.

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RAILWAY AGE
NEWS

The PC cliffhanger: DOT to the rescue?

Investigation piles atop investigation—while Penn Central struggles along from crisis to crisis and deadline to deadline. These have been—and will be—the developments:

—Penn Central itself set up three alternative ways of getting the government assistance it says will be needed in the 1973-76 period: subsidy until the railroad can be made viable; a joint venture of the railroad's plant; or government purchase of plant. Under the last two alternatives, operation would continue in private hands and a formula would be worked out for payment of user charges. PC's 1973-76 needs for plant investment and service improvement are pegged at $1.624 billion, of which the railroad can generate $1-billion plus, leaving $600 million to be found elsewhere (RA, Feb. 12, p. 10).

—Acting under court authorization and with Railway Labor Act remedies exhausted, PC promulgated rules designed to reduce crew size, but on an attrition basis. The United Transportation Union, which had earlier proposed a form of nationalization of railroad plant in the Northeast, struck PC. Operations were quickly shut down and just as quickly restored after Congress, moving with unaccustomed speed, passed back-to-work legislation.

—This Congressional action set the stage for the next study of PC. Congress ordered an end to the strike until May 9. It also ordered the Administration to provide within 45 days a comprehensive plan for preserving essential rail service in the Northeast and recommendations, if any, for Federal financial support for PC and other ailing roads. Congress at the same time rejected an Administration plan under which a reorganization plan would have been submitted direct to the court which is overseeing the bankruptcy proceedings.

—While all this was happening, Senator Vance Hartke, chairman of the Senate Surface Transportation Subcommittee, was preparing to release an 800-page staff report which proposed, among many other things, creation of a Northeast Transportation Authority to take over and operate PC and other eastern roads in bankruptcy. Senator Hartke said he saw the NTA as providing "something short of nationalization, with a hope for a return to probate management."

—Then, along came the Interstate Commerce Commission with an investigative proceeding through which ICC said it was "embarking on a major attempt to develop a program for bringing order out of the economic chaos which has overtaken the railroad situation" in the Northeast.

—At about the same time, PC was moving doggedly ahead in the direction of two of its goals-for-viability, namely the trimming down of plant and the securing of relief on money-losing passenger services. In each case, PC went to court to ask for the invoking of the "exclusive powers" conferred on the reorganization court and the ICC by Section 77 of the Bankruptcy Act so that each proposal could be made a separate and prior step of the overall plan of reorganization. In all, the trustees listed approximately 5,000 miles for abandonment, including 800 miles on which authority to abandon has been received. Abandonment of the full 5,000 miles, they said, would produce an ultimate annual net benefit of $20 million, release valuable assets for sale, and permit PC to avoid line-rehabilitation costs of up to $72 million and annual maintenance costs of more than $16 million. In the passenger-service area, PC said only two of existing service agreements provide long-term assurance of adequate compensation for service performed. Other services are either unsupported or under negotiation, and in those latter cases the proposal is for suspension of service next Sept. 1 unless adequate compensation agreements can be worked out. Included is the service performed under contract with Amtrak. Under the abandonment proposal, the trustees said the public would not be "foreclosed from assuming responsibility for the operation of any lines deemed to be essential." During a period of suspension, and during a six-month period after abandonment, PC would preserve the lines: "This would provide an ample period for shippers and public authorities to come forward with programs to provide the support needed to permit the continued operation of these lines on an economic basis." Similarly, if suspension authority is granted on the passenger operations, PC would not dispose of passenger-related equipment or facilities "for a reasonable period of time pending action on this aspect" of the plan of reorganization.

Or will it be Congress? Or the ICC? Time will tell. But how much time?

What all this activity seems to indicate is that just about every entity that could become involved in the PC/Northeastern railroad situation has become involved, and in rather specific terms. Deadlines will overlap and in some cases may leapfrog each other. The ICC, for example, hopes to have "suggestions" to offer by the expiration of the 45-day period given the Administration (DOT) for development of its plan. But the Commission will then seek supplemental statements from parties to its investigation by April 15 to "permit comment not only on the initial statements. . .but on whatever recommendations the DOT and ICC may have made to Congress."

Too, there is the continuing impasse with UTU to consider—along with the reactions of both PC and the labor organization to whatever is eventually covered by the Administration recommendations.

Underlying just about everything is the question of how long PC can rock along in its current financial situation without drastic changes in what it operates, and the way it operates. In view of various statements and events, it would seem logical to assume that the climax will come this summer—and, under present bankruptcy law, it would appear that it's the overseeing judge who has his finger closest to the trigger. Yet to be measured are the significance of the Senate subcommittee's staff report and ICC's involvement. But the biggest date in the near-term future may now be March 26, when DOT's findings go in. Questions: What aid, if any, will the Administration propose? What will Congress go along with? How drastic a re-make in the Northeast will be judged desirable—and saleable?

Watching Washington

REID BEDDOW

WAKE UP!

They got President Nixon out of bed at 3 a.m. California time Feb. 9 to sign the bill that stopped the Penn Central strike. Nothing could demonstrate more forcefully the inefficient way the nation's executive and legislative branches mobilized to meet a long building situation. Bouquets now are being showered on Congress for passing in one day the cooling off legislation; the fact remains Congress for years has had before it eminently fair proposals to provide emergency machinery to prevent just such a major transportation strike.

POLITICS AS USUAL

A showdown on Penn Central is now postponed until—until when? March 26 when DOT's report on preservation of Northeast Corridor service is due at Congress? April 9 when the Secretary of Labor must report on progress, if any, in negotiations between PC and UTU? Until May 9 when the cooling off period ends?

Insiders on Capitol Hill are saying they expect the showdown to occur in August, after Judge John Fullam, PC's Federal court overseer, signals his intent to close down operations, thus provoking what could be a final crisis.

These insiders predict Congress will then pass PC aid similar to that recommended by the Senate Commerce Committee's recent report (see page 10), namely, government guaranty of the bonds of a quasi-public authority to take over bankrupt Northeast roads, slim them down, and eventually return them to private ownership.

The Administration is taking a passive role in all this. FRA Administrator John Ingram recommended to Congress that it give Judge Fullam full authority to take the needed measures to return the road to health: in short, massive abandonment of track and reduction of employees. These recommendations were decisively defeated in both houses, and remain immensely unpopular with the affected states and with labor, a powerful alliance. The Administration, in essence, will probably propose the same thing come March 26. There is no possibility, Ingram has signaled, of any DOT recommendations for Federal subsidies or government takeover.

Some comic relief in this bleak picture is provided by ICC. It announced Feb. 12 that it, too, would run a Northeast Corridor investigation and have recommendations in 45 days, or about the time of the DOT report.

ICC Chairman George M. Stafford said his agency's action couldn't have come at a better time, and added he was confident that Congress wouldn't move precipitously.

All sides dismiss the study as a "save ICC" holding action.

These events have triggered a quiet debate among backers of the Surface Transportation Act proposals. One school of thought believes inclusion of PC relief provisions in the forthcoming STA bill will propel STA to early consideration; another school believes emergency PC measures must go their way separately. Backers still intend to introduce STA in March, however.

Consider the cost of weighing 10 freight cars!

The Old Way:

Weigh ten freight cars. See how the cost pyramids: *Ten times* check your beam — *Ten times* spot a car (twice ten times and add the front and rear weights if cars are longer than the scale) — *Ten times* see that no wheel is in the gap. — *Ten times* balance the beam — *Ten times* insert a ticket and squeeze the printer handle — *Ten times* signal the brakeman to signal the engineer to move a car off the scale — *Ten times* signal again to move another onto the scale — *Ten times* signal again to move the trailing car off the scale — *Ten times* use three to four minutes of engine, crew and clerk's time to weigh ten cars.

The New Way:

Push your cut to the scale / Kick a car across it / Kick ten / Weigh ten / Accurately in three minutes

— Because the scale balanced and calibrated itself in a tenth of a second after each weighment / Because the front and rear weights were added electronically / Because weights were printed automatically on scale tickets. All in three minutes. So your crews can reclassify the cut at once, without first doing the other yard chores mentioned above.

You can modernize and automate your old scale for twelve dollars a day — Without shutting down your track. Without investing a penny, you can install a *Railweight Mark 1 Recorder* under our "Flexilease" rental plan. We've got movies rated "E" for economical — to explain details Write. Wire. Call A. C. I. S.

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Circle 6 on coupon page 33

The ICC's "last word" on Rock Island and the West

In the beginning, Union Pacific wanted merger with Rock Island. In the end, nobody knows what may happen. In the middle—which is no farther than things seem to have gone—western railroads are faced with proposals for restructuring that are both sobering and bemusing.

ICC Administrative Law Judge Nathan Klitenic gave a bare outline of the "new West" in an earlier Rock Island volume. In his latest and presumably last volume, he stands by and fleshes out premises that would lead to formation of just four major western systems—built around Union Pacific, Southern Pacific, Santa Fe, and Burlington Northern. And the shape of the "new West" would be something like this:

—Union Pacific: Add northern parts of Rock Island, plus Central Pacific, and Chicago & North Western.

—Southern Pacific: Add some of the southern parts of Rock Island, plus Katy, Kansas City Southern, Louisiana & Arkansas, and a segment of Texas & Pacific.

—Santa Fe: Add other southern parts of Rock Island, plus Missouri Pacific, Western Pacific, Rio Grande and Chicago & Eastern Illinois, along with segments of Texas & Pacific and Southern Pacific.

—Burlington Northern: Don't change it much, but provide for full ownership by Fort Worth & Denver of a line in Texas now owned jointly by FW&D and Rock Island.

That re-map leaves out three major roads—Milwaukee Road, Frisco, and Soo. Milwaukee has indicated a preference for inclusion in either an expanded UP or SP system, Frisco hasn't indicated a preference for joining up with anyone. The ICC's administrative judge suggests that each of these roads might become a part of a larger system, but he leaves specifics for later determination.

When it was first made known that conditions attached to RI-case approvals would, in effect, involve a restructuring of the West, western roads had little comment. The volume of the RI report containing the "new West" map was, after all, an intermediate thing. The examiner said he thought publication of the map would give interested and affected parties a chance for study, in graphic form, of the final recommendations. Studies have no doubt been made—though they can hardly have been made in depth because of the sheer volume of information that would be needed (some of it confidential) before rational conclusions could be drawn.

Now, however, those "interested and affected parties" can be expected to have a full say. And, while some reactions may be predictable, there may also be a few surprises somewhere along the line: there are vibrations, not yet strong enough to be classed as rumors, concerning another western realignment.

What the administrative judge's last volume does make clear, however, is that—barring a miracle—Rock Island has a long way to go before it can become affiliated with any other road or divided up among several. Even if the Commission is able to act quickly on the case, there would appear to be no way to avoid lengthy and costly court proceedings.

There are also a number of ironies, in what's happened since the Rock Island case began and in the report itself. Since 1963, the Penn Central merger came about and Penn Central went into bankruptcy along with five other eastern roads. During the same period, Seaboard Coast Line and Burlington Northern and Illinois Central Gulf came into being and at this point all three seem to be proving that merger can work. Chicago & North Western, at one time in bitter competition with UP for Rock Island, is now employee-owned and seemingly content to try to make it on its own. Rio Grande, which wanted to grow by taking over a Rock Island line to the Missouri River, finds itself assigned to Santa Fe. And Santa Fe and Southern Pacific, which once waged war for control of Western Pacific, can contemplate conditions which now assign WP to Santa Fe—which is quite a change from the former Commission finding which proposed leaving WP independent. But, after all, the report also says that a road that doesn't want to fall in with somebody else doesn't have to.

As for the transportation-route aspects of the RI-related conditions, UP would get into Chicago, the Twin Cities and St. Louis. Santa Fe would get to St. Louis and New Orleans and get a more direct route to the San Francisco area. UP would also get to San Francisco (at the expense of SP). BN would wind up with very little it doesn't now have. SP would find itself with a lot of Midwest-Southwest mileage in Katy/KCS/L&A. Somebody would get Milwaukee and Frisco. And the present regional splits among railroads—East, Southeast, West—would remain not much changed.

Any summing up of the final volume in the Rock Island case—final volume, that is, in this preliminary/final stage—has to include two conclusions. One is that it will be years before an end to this case is written. The second was well put by the Wall Street Journal: "The biggest loser in the present situation unquestionably is the Rock Island."

ACF sees upturn in car orders

An upturn in freight car orders is now so pronounced that ACF Industries is upping its earlier estimate of totals for 1973. For the entire industry, ACF now sees 60,000 to 65,000 cars being ordered, up about 5,000 from earlier forecasts. It is expected that 10,000 cars will go on ACF's own order books, an increase of over 30% from the 1972 figure. Already, according to Chairman John Burditt, ACF car shops are booked into September.

John Burditt

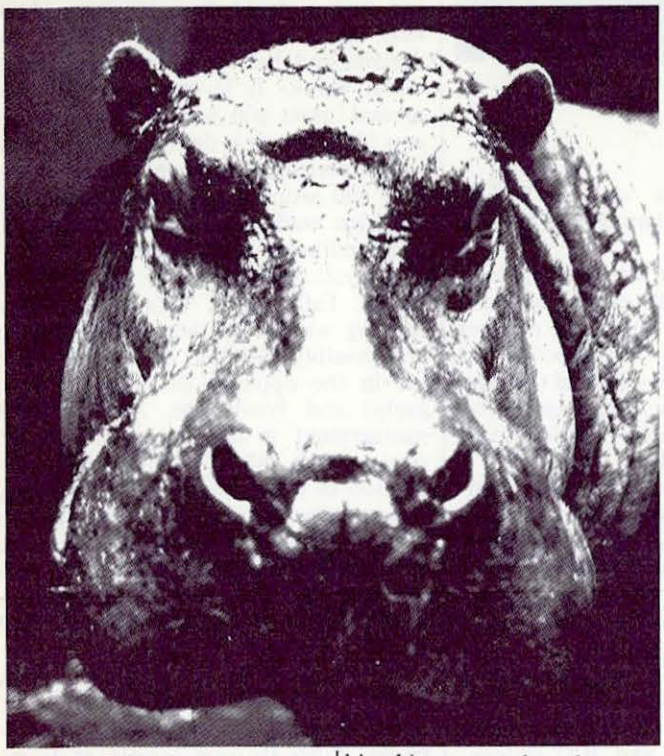
A particularly bright spot is the activity in tank cars with this year's total expected to be 50% higher than that for 1972. Burditt reports that ACF's Shippers Car Line ordered $23 million of tank and covered hopper cars in 1972; this is expected to be well over $30 million this year.

The U.S. Department of Commerce has also joined the optimists, predicting that carbuilders will experience a "modest" advance in 1973 with car deliveries totaling 52,000, up 2% from 1972. This forecast was part of a bullish survey that said gains of 5% or more would occur in 80% of the nation's manufacturing industries.

Ironically, as the carbuilding outlook brightened, the Fruehauf Railcar Division has announced the closing of its facility at Clifton, N.J., following the assembly of 1,000 box cars for Penn Central. Fruehauf, which took over the former Magor Car Corp. nearly a decade ago, has existed primarily on orders from northeastern railroads, the majority of which are now in bankruptcy. This has essentially eliminated Fruehauf's primary market and the firm has been unable to compete for orders in other areas, confronted as it has been with high labor costs and the freight charges on cars moving long distances.

A revision of preliminary figures from the American Railway Car Institute (RA, Feb. 12, p. 41) now shows that a total of 47,922 new freight cars were ordered in 1972, 42,323 from carbuilders. Deliveries included 41,971 from builders and 5,489 from railroad shops to make a total of 47,460 new cars. The final figure on rebuild deliveries was 2,661.

A Mo-Pac Guide: Taking advantage of distribution bargains.

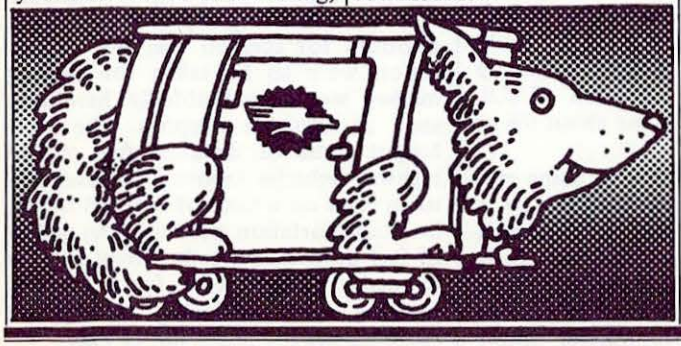


THINK BIG AND SAVE.

If you ship bulk commodities, you may qualify for Mo-Pac volume rates. These special rates are based on guaranteed annual tonnage. Ship it all at once or stretch it out over the year. Simply put, the more you ship the less you may have to pay per ton. These rates are available on a variety of commodities.

FILL 'ER UP AND SAVE.

We also offer you incentive rates. They work something like volume rates, but in miniature. And the beauty of it is you don't have to be a big, big shipper to take advantage of them. The idea is remarkably simple. Naturally, we'd rather have you load one car bigger than three cars smaller. It makes for better equipment utilization. So we make it well worth your while to load big by giving you a significant rate break. How significant? In some cases you may be able to save as much as 47 per cent. A good deal has to do with what you ship. For example, incentive rates are especially good for canned goods and lumber. Check with your Mo-Pac representative on incentive rates for your commodities.

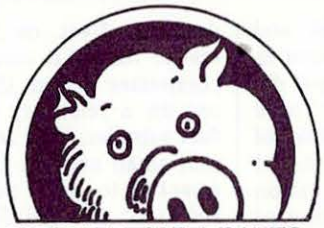


OUR FLEET VS. YOURS.

Many companies operate their own truck fleets. In many cases it's the smart thing to do. But not always. A private fleet can be costly in terms of capital investment, drivers' wages and fringe benefits, licenses, taxes and inspections. And how about all those empty back-hauls? That's why a lot of shippers would rather use our fleet.

YOUR CAR IS READY, SIR.

Having the right car where and when you need it can be another money saver by easing inventory problems and helping you make on-time deliveries. Mo-Pac has devised dozens of ways to make car distribution more efficient. And we have one of the youngest car fleets in the nation, including plenty of special designs with load cushioning equipment, custom interior fittings and high speed unloading devices. Why, in just one recent 12-month period we spent more than $100 million for new diesels and cars. All for you.



PIGS GET SLIM RATES.

Mo-Pac piggyback rates are lower than over-the-road common carrier charges. It would cost you about $600 to move 35,000 pounds of synthetic rubber over the highway from Houston to St. Louis. Ship it Piggyback II½ for something like $370 plus drayage cost and save your company 15 to 20 per cent. That's just one example in thousands.

RATE MEN ON THE FIRING LINE.

Mo-Pac rate men don't live in an ivory tower. They're out where the action is, in the shipper's office right alongside our salesmen. They often can handle rate matters on the spot. And that does away with a lot of drawn-out correspondence that wastes your time and money. We have a whole team now making such calls on shippers, each an expert in two or more major commodity areas. It's surprising, too, how often they can help you out with other distribution problems.

MO-PAC THINKS SMALL, TOO.

Mo-Pac stands almost alone in supplying LTL/LCL service to shippers. In fact our new Scatback small shipments program is a runaway success. Next time you have a shipment of 10,000 lbs. or less, give us a jingle. Again, it might save you a lot more than your dime.

To learn more about how to take advantage of some of our transportation bargains, just call your Mo-Pac sales representative. It may turn out to be a profitable conversation.

mo-pac

Missouri Pacific Railroad
Texas & Pacific Railway
Chicago & Eastern Illinois R.R.
Missouri Pacific Truck Lines
Texas & Pacific Motor Transport

Circle 7 on coupon page 33

P&W: New England's newest

Ceremonies at Woonsockett, R.I., on Feb. 3, marked the dedication of the new rail operation of the Providence & Worcester Co. This 55-mile shortline, which has taken over from bankrupt Penn Central actual operation of facilities in Rhode Island and Massachusetts that were leased to a predecessor of the New Haven in 1888, has also proposed acquisition of a 23-mile Boston & Maine branchline to give it a mainline B&M connection at Gardner, Mass. President Robert H. Eder expects P&W to be profitable from the start with annual revenues of about $5 million.

Two days after the dedication, P&W signed with the United Transportation Union an agreement eliminating operating craft distinctions such as engineer and brakeman; allowing a three-man crew on freight trains; and ending the 100-mile limit. These, and other changes, were given in exchange for a guaranteed annual wage of $16,640 for P&W's 20 operating employees. In addition, there will be up to $3,500 annually in profit sharing, payable in cash or P&W stock.

Overtime has been eliminated, along with arbitraries. All employees will work approximately the same number of hours monthly, irrespective of seniority. Another provision of the five-year contract calls for union representation on the P&W board. Charles Luna, UTU president emeritus, was elected a director. A UTU spokesman has indicated that this shortline agreement does not have implications for trunk lines. However, Eder has noted that the contract, by eliminating archaic work rules through its money offer, could be of significance for other railroads.

New Haven trustees had terminated the P&W lease just prior to merger with PC in 1969 and the following four years saw numerous court and ICC actions, although the Commission forced PC to continue to operate over P&W tracks. P&W owners found unacceptable the PC proposal to continue in effect the terms of the former lease and applied to ICC in 1970 for independent operation. In September 1972, P&W notified Judge John P. Fullam of PC's reorganization court that it planned to repossess its property and operate the trackage itself.

P&W has acquired five Alco road switchers and five cabooses from the Delaware & Hudson; all were repainted in D&H shops prior to delivery. P&W has now ordered two 2000-hp M420 road units from Canada's MLW Industries and has an option on an additional three. It is expected that the present units will be turned in as the new MLW power is delivered (see p. 45).

Connecting lines have indicated that they will assure a supply of cars and the P&W has made arrangements to lease up to $1 million in rolling stock.

Operations are to be centered at Valley Falls, R.I., with road trains running west from there to Worcester, and possibly Gardner. Locals will operate in the opposite direction to Pawtucket and Providence. Already P&W management is talking of runthrough service with B&M to the D&H connection at Mechanicville, N.Y., offering substantially faster service than was ever before possible. Gordon H. Fay has been named vice president and general manager of P&W. Dwight A. Smith is traffic manager. Headquarters is at East Providence, R.I.

President Eder has indicated that traffic which will generate revenue to assure a profit already exists on P&W tracks. With its new service, it is expected that the former PC branchline will attract additional customers, further enhancing its viability.

Fuel shortage eases...but only temporarily?

There's no fuel like a fossil fuel—and that's been the underlying problem as railroads (and truckers and people dependent upon oil for heating) have struggled through a second month of catch-as-catch-can fuel supply. As of mid- and late-February, the situation had improved somewhat. An easing of import restrictions was beginning to help relieve shortages, as were unseasonably warm temperatures in some sections of the country, and some suppliers were backing away from previously-imposed allocations on deliveries (RA, Jan. 29, p. 11). Still, there were gaps in the supply pipeline, and deliveries in some areas remained less than regular. One industry source described the over-all situation as "better than it was—but not good."

Meanwhile, the industry was doing its best to make a point—namely, that railroad fuel shortages will have a domino effect on the economy generally. An AAR statement to a Senate committee noted that while railroads use up a relatively small part of total fuel supplies, "the service provided with that small amount of fuel is absolutely essential to large parts of the nation's economy and the failure to provide a full allocation of fuel oil to railroads will have an impact of far greater magnitude than the relatively small amounts of fuel railroads use would indicate." (Distillate fuel oil makes up about 20% of the production of U.S. refineries, and railroads use about 9% of that 20%.)

The fuel shortage—which, some say, may be followed next summer by a gasoline shortage—also underscored again the importance of the fossil fuels in filling the nation's energy needs. Recent figures indicate that for all the high hopes held for it, nuclear power supplies less than 1% of the total energy requirement and hydroelectric power generation accounts for less than 5%. That leaves the load to be carried by coal, which is under fire from environmentalists; natural gas, which has come into short supply; and oil, which has been the source of almost 45% of the country's energy production.

Thus far, there has been little serious talk of establishing any kind of official priorities for fuel oil use, but if such action were to be taken the heating market would undoubtedly have first shot at available supplies. The next biggest users of distillate fuel oil are highway vehicles (about 17%) and railroads—and on a basis of fuel efficiency, i.e., transportation produced per gallon of fuel burned, railroads should be able to make a good case for a priority position. But convincing any Federal rationing agency might not be easy.

ICC acts on car shortage

Spurred by reports that "an acute shortage of *all* types of railroad-owned freight cars exists throughout *all* sections of the country," the Interstate Commerce Commission has snapped into action on several fronts affecting demurrage, car distribution and free time at ports.

Service Order 1119, for the period Feb. 5-June 30 and covering all cars except certain types of reefers, stock and tank cars, requires demurrage charges "for all detention. . .from actual or constructive placement until released, with no free time allowance." Minimum charges range from $10 a day for the first two days, to $30 a day beyond four days.

Service Order 1120, for the period Feb. 5-July 31, deals with covered hopper car distribution. "Some carriers," says the ICC, "have placed substantial numbers of large-capacity covered hopper cars in unit-train service for the movement of grain under tariff provisions which require that these cars remain in this service for five or more consecutive trips in the service of a single shipper," thus depriving other shippers of the use of a substantial portion of the jumbo covered hopper fleet. To protect the smaller-lot shipper, ICC ordered that, effective Feb. 20, individual carriers could not devote more than 25% of their jumbo car fleets to unit-grain-train services. Furthermore, they are not permitted to substitute smaller covered hoppers for the jumbos for use in the unit trains.

Recognizing that some of the car shortages are stemming from inefficiencies existing at ports, ICC issued Service Order 1121, dealing with stiffer demurrage and free time requirements at ports. All plain box cars and covered hoppers have a maximum of only 72 hours' free time for unloading and loading at ports, effective Feb. 5 and ending July 31. If applicable, the time required by the carrier to hold the cars outside the port due to causes attributable to the shipper or consignee will count toward the 72-hour limit.

Then Congress got into the act. To relieve a box-car shortage, the Senate passed a resolution urging extension of government loans on stored 1971 and 1972 grain crops. However, reference to the Commodity Credit Corp. was stricken from the resolution. While not binding, the resolution aims at keeping government grain sales from competing right now for scarce cars. New England senators opposed the action on the grounds it would contribute to increases in the price of dairy and poultry feed and affect the region's economy.

Lines on Labor

GUS WELTY

"RAPPORT": HOW MUCH, HOW LONG?

If you believe what you read in the papers, government and labor in this country are entered upon an unprecedented era of good feeling—unprecedented at least in recent years and considering that there's a Republican in the White House. Reports from Bal Harbour, Fla., where the AFL-CIO executive council has been in session, indicate that two old adversaries—Richard Nixon and George Meany—are really trying to uncomplicate the government/labor relationship. Reports indicate that the Administration and big labor are finding common things to talk about, and ways to talk without shouting. Much the same reports, of course, have been coming from another old battleground, the battleground across which management and labor have faced each other in the railroad industry. All of this augurs well for the course of events during 1973. The question, however, is, will "well" be "well enough."

Generally, labor and government have much about which to be mutually satisfied. Last November's elections produced results pleasing to both labor and the Administration (i.e., labor gained in Congress without having to swallow Mr. McGovern and the President won reelection handily). Phases I and II of the Administration's economic program have had positive effects on inflation and unemployment without really crunching labor under an intolerably heavy boot. International trade and monetary policies may have jacked up the price of the Toyota and the VW, but they have also helped made-in-U.S.A. products in overseas competition. In specific terms, rail labor and management can also find more positives than negatives in recent events. Rapport has been established and there is much to show for it. Wage/benefit improvements covered in the various recent agreements have gone into effect and will continue to; and a healthy start has been made on rules modernization. At the same time, there are evidences of improved direct relationships all along the line at top levels and on individual properties. So, where do the problems lie? Most simply put, in the great number of contracts that have to be negotiated this year. In the continuing and seemingly unstoppable increase in the price of that most basic commodity, food. And, for railroads, in the problems of the Northeast.

PENN CENTRAL AND THE OTHERS: WHAT NOW?

Until May 9 at least, confrontation between Penn Central and the United Transportation Union is to be avoided because government has said so. In the meantime, negotiations will be going forward that affect all unions and the entire industry. And the important thing, at this point, is that there be a separation—in fact and in emotional involvement. It would be fatuous to say that what happens with PC or in the Northeast generally will happen in a vacuum. PC does, after all, take part in movement of almost 20% of all rail-freight tonnage that moves, and it does employ more than 88,000 persons to whom it pays more than $990 million a year. At the same time, "the Northeast" is not "the industry," and that might be taken into account in contemplation of precedence. What happens in industry-wide talks is, certainly, no less important than what happens in the Northeast or in any individual situation. Or, as they say in one of the TV beer commercials, "and it better be good."

Profit through productivity

RUN ANYWHERE, RUN FAST

RUNTHROUGH

By GUS WELTY, Senior Editor

"Productivity" can be measured by determining how well you use what you have. In a sense, it can also be measured by determining how well you *don't* use what you have. And in railroading today, there's no better example of this two-way measurement than the runthrough freight train.

In its most-highly-refined form, the runthrough makes maximum use of mainlines, freight cars, motive power and manpower. In its most-highly-refined form, the runthrough also makes *minimum* use of something else which railroads have built up over the years: yards and terminals. The runthrough maximizes the unity of railroads as a system. It minimizes the fragmenting of operations in a total system made up of multiple corporate structures and multiple managements. It represents the kind of productivity that spells profitability—in terms of dollars and in terms of a better industry image.

Or, as one operating officer put it, "We've come a long way since they built the original Erie to six-foot gauge."

At this point, it doesn't matter much who started the runthrough movement or when it began. What does matter is that virtually every major road is involved, over one or more routes—either in a pure runthrough or in the expanded pre-blocking of traffic for off-line points in situations where volume does not justify operation of runthrough trains.

● **A growing trend.** Estimates vary as to the number of runthroughs currently scheduled. One source puts the figure at 60 to 80 runthrough trains per day, but the way things have been going, that's probably a conservative estimate. Industry reports to the ICC—in compliance with the Commission's March 1971 order in the Ex Parte 265-267 freight-rate cases—are pointing to (1) a steady increase in the number of runthroughs being worked out, and (2) similar increases in advance blocking, along with improvements in coordination of train schedules between connecting lines.

Over-all, the emphasis on runthrough operations is having a number of positive results:

—By a matter of hours in some cases and by a matter of days in others, transit times are being reduced.

—Rail service is becoming more dependable and more predictable. This, combined with reduced transit-time, is having its effect on industrial production schedules and on inventory practices.

—Railroads are finding it possible to do more with less, by making equipment work harder. Operation of runthroughs was one element contributing to a 1972 railroad showing in which the industry handled record-high business (measured in ton-miles) while the freight-car fleet continued to shrink (measured in serviceable units).

Up to 80 runthrough trains a day are maximizing the unity of railroads as a system. Virtually every major road is involved.

—Pride of workmanship, reports indicate, seems to be increasing. Both supervisory personnel and train crews appear to be taking a proprietary interest in making sure that schedules are met.

—With the increase in the number of trains bypassing intermediate and junction terminals, local service is improving. Relieved of the need to reswitch cars bound for someplace else, these yards are able to give more efficient handling to inbound and outbound local traffic.

—Railroads are gaining a new weapon for competition with highway carriers for traffic demanding both speed and dependability of service.

—Dollar profitability is starting to show. One example: The so-called "Family Lines"—Seaboard Coast Line, Louisville & Nashville, Clinchfield and Georgia—have been aggressive promoters of runthroughs, among themselves and in conjunction with connecting lines. In commenting on an earnings improvement in 1972, SCL Industries called particular attention to runthroughs "as a major area where increased efficiency and improved services have occurred, resulting in the Family Lines obtaining a greater share of the transportation market in the region they serve."

● **Questions remain.** With all this, however, there are still a number of problems to be solved and questions to be answered so far as runthroughs are concerned:

—Equipment compatibility is still sometimes a problem. But mainly, this involves communications and employee-familiarity with locomotive-control gear, and it is by no means insurmountable.

—The quality of locomotive maintenance does still vary from road to road, but a pool consist only rarely has horsepower that would classify as thoroughbred and plug. Most roads recognize the importance of maintaining schedules with the runthroughs and, therefore, the importance of keeping dependable motive power on the head-end. Too, installations of new and initially-more-dependable locomotive units have been running at a high level over the past several years, and this has resulted in an upgrading of the quality of the fleet.

—Only so much traffic can be handled in runthrough fashion, and this fact opens up a lot of questions. If Shipper A's cars get on the runthrough and Shipper B's don't, does Shipper B start complaining? If Shipper A's cars make the runthrough Monday and Wednesday but not Tuesday and Thursday, what effect is there at the destination, and can the receiver live with it? And, is a fast and dependable runthrough a premium service?

—Scheduling on a runthrough is of utmost importance, and so is contingency planning. On the scheduling side, there's no point in running cross-country like a scared rabbit if the freight is going to sit a day or more at destination waiting to be unloaded. Case in point on the good-plan side: A relatively new Chicago/Los Angeles runthrough which runs just four times a week, with Tuesday, Friday, Saturday and Sunday departures from Chicago and Thursday, Sunday, Monday and Tuesday arrivals on the West Coast. As for the contingency-planning side, suffice it to say that the runthrough (in a way, a freight-transportation showcase) has to be protected from the acts of God, man, equipment or track that can turn a free-flow mainline into a blocked artery of commerce.

—For a good number of years, railroads have been moving increasingly in the direction of line-haul coordination, through pre-blocking, direct deliveries, runthroughs. Management and labor alike have recognized that these things can provide both competitive advantages and cost advantages. But, what does the trend ultimately do to the individual railroad's intermediate terminals? What does it do to the metropolitan-area switching-and-terminal lines? Almost inevitably, it reduces their importance, and that's not all bad: The less these yards have to handle through traffic, the better they should be able to handle originating and terminating traffic, and that applies both to intermediate points and to belt lines. Too, railroads may find that at some points they're covering a lot of real estate with unneeded track and other facilities. And, since much old railroad plant is in the heart of town, both carrier and community may be able to benefit from new opportunities to develop railroad land for industrial and commercial purposes. Railroad mergers have produced such reassessments and revisions in land

FLORIDA-MIDWEST runthroughs involve Seaboard Coast Line, Frisco and Union Pacific

use; railroad coordinations can do the same, if perhaps on a lesser scale.

● **Then and now.** One of the first real attempts to get an accurate measure of the scope and impact of runthrough operations was made close to two years ago—and the findings were impressive, if somewhat less than complete. At that time, a survey showed close to 40 separate runthrough routes involving more than 20 railroads—with Southern Pacific, Burlington Northern, Penn Central and Louisville & Nashville among the roads which had been most active in working out runthrough arrangements. On that initial list, too, were such roads as Santa Fe, Baltimore & Ohio, Chicago & North Western, Rio Grande, Frisco, Illinois Central, Long Island, Missouri Pacific, Norfolk & Western, Milwaukee Road, Rock Island, Southern, Seaboard Coast Line, Soo Line, Cotton Belt, Western Pacific, Union Pacific and Detroit, Toledo & Ironton.

Most of the operations cited had been launched during the preceding year—some via major gateways and some through interchange points not ordinarily considered as major. And the time-savings were substantial. One runthrough, bypassing a major southeastern terminal, cut interchange time from 15 hours to three hours. An East/Southwest runthrough was getting traffic through the interchange point in about six hours instead of two days. Two western roads were picking up a full day on transit time for transcontinental traffic with the bypassing of terminal work at a Missouri River gateway. A southwestern road, operating runthroughs via a number of gateways, could cite time-savings of from eight hours to two days.

Since that original survey was made, existing runthrough operations have been refined to reduce transit time still further and many new operations have been added. Change in Power Brake regulations has helped the trend along; so has implementation of work-rule changes covered by current agreements with the operating brotherhoods.

Importantly, traffic moving to and from virtually every section of the country has benefitted from the emphasis on runthroughs, pre-blocking, power pooling. In its most recent service report to the ICC, for example, the industry could cite these developments:

—Agreement between UP and C&NW to operate a second section of their primary eastbound runthrough on heavy-volume days, with the "performance record greatly improved as a result of this change."

—Establishment of a new 57-hour merchandise schedule, Chicago-to-Los Angeles, by BN, RI and SP.

—Development of a piggyback runthrough schedule involving Jersey Central, Reading, B&O and Southern.

—Operation of certain Chesapeake & Ohio road trains into and out of Illinois Central Gulf's Markham Yard, to speed handling of traffic through Chicago.

—Improvement in Reading/Western Maryland/NW through operations, with pooling of power and the elimination of a yard operation.

—Planning for a runthrough operation involving Lehigh Valley/Reading/Delaware & Hudson, with a long-range view toward runthrough service between Allentown, Pa., and northern New England and the Canadian border.(p.19).

—Revision of schedules to provide a UP/SP runthrough operation for traffic between Spokane and the San Francisco area via Portland.

—Inauguration of a new runthrough between Florida and Texas points involving SCL, L&N and Mopac via New Orleans.

—Blocking improvements involving such roads as Southern, SCL, Rio Grande, Kansas City Southern, Erie Lackawanna, Pittsburgh & Lake Erie.

● **"System" thinking.** Of course, scheduling and transit-time improvements such as these bring railroads the inevitable question: What took you so long to coordinate? And, while the Erie long ago narrowed down to the gauge other roads use, the real answers to the "so long" question come harder. But, a few of them might be:

—Until recently, railroads have been a "system" in name only. But now, survival almost demands thinking in "system" terms, and railroads are proving that they can think that way. Competitive realities may have forced it. But for railroads, this "system" thinking extends to the operating levels and (shippers may sometime be thankful) this is something that sets railroads apart from the bulk of the transportation competition.

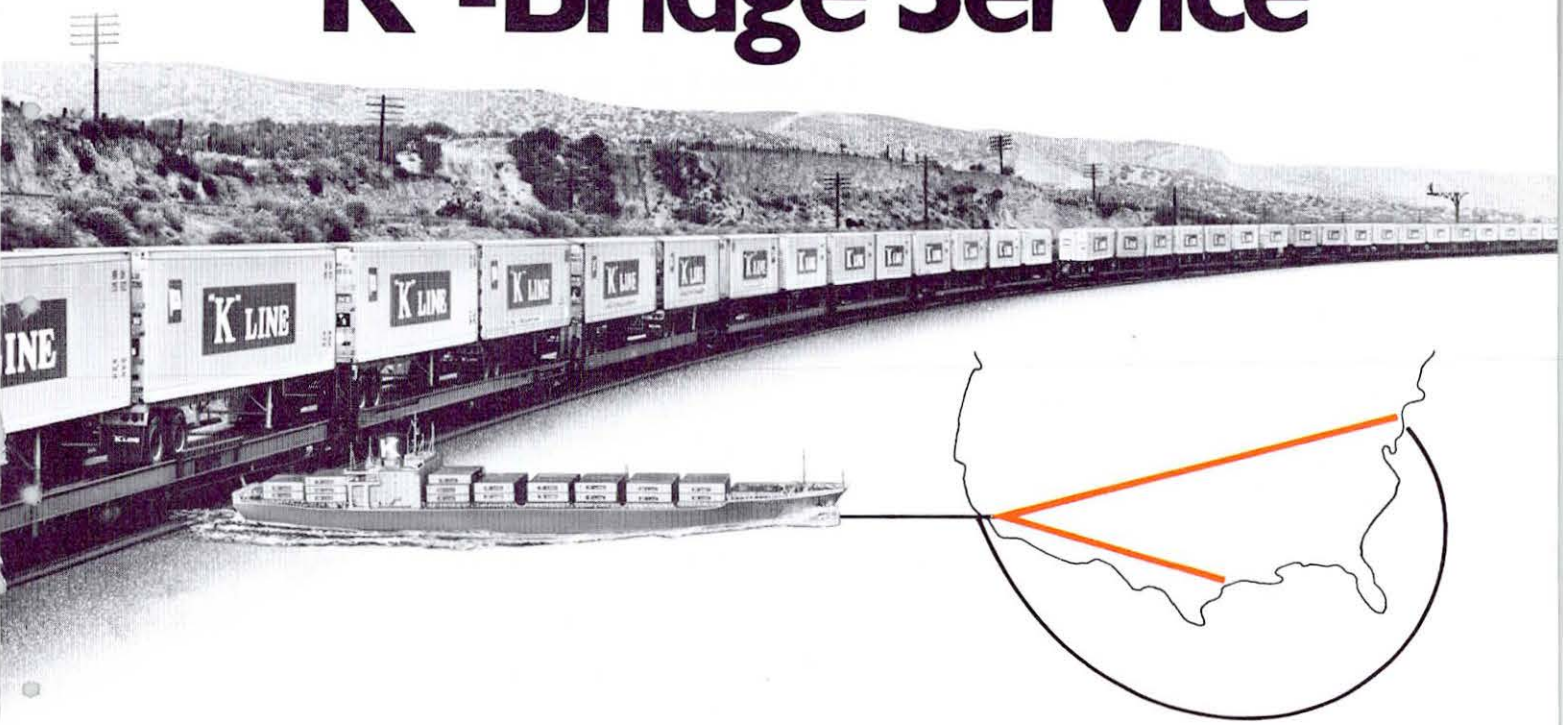
—The proprietary feeling about motive power has diminished while the compatibility of power has grown. A runthrough with steam power was probably unthinkable, and it wasn't much different in the earlier days of dieselization. Now, all road power comes from two builders.

—Management and labor have been able to peel some of the crust away from old agreements. Much remains to be done, but still, there is a new flexibility in the use of manpower.

—Urbanization, both of industry and of population, has been important. Industry has gone through a couple of phases, of centralization and decentralization. Population, the consumer center, has become increasingly centralized. And the need has increased for reliable, volume transportation between population centers. (something the planners of the Interstate Highway

(Continued on page 19)

Japan-New York in 15 days via "K" Line's super-quick "K"-Bridge Service



"K" Line turns another need into a reality

Thanks to our "K"-Bridge Service, inaugurated a year ago, shipping from Japan to New York is now both easier and faster. We've arranged with America's leading railways to assure the quickest and surest routing for the on-carriage of your goods. Merchandise is delivered to and received from you at rail terminals in the destination city.

Although costs via our "K"-Bridge Service are the same as those via the all-water routes, there's a difference. Faster delivery lowers your costs by allowing quicker inventory turnover and quicker exposure to end-users.

This new service complements our fully containerized Japan-New York route via the Panama Canal. With both routes, "K" Line is able to provide container services to satisfy every shipper's needs. Now "K" Line's wide range of service is wider than ever.

"K" Line's Intermodal Bill of Lading gives us responsibility for your shipment during land as well as sea transit. What's more, we use the 40-foot containers we had the foresight to adopt some years ago to lower shipping costs. To assure mobility for delivery to and from railway terminals, each container is placed on an individual chassis. Computer communications make the whole process that much smoother.

Ask our agent nearest you about our "K"-Bridge Service. It's a bridge to lower costs—from the company that turns needs into realities.

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Circle 9 on coupon page 33

DIRECT INTERCHANGE
OR THE TIME AND MONEY SAVER

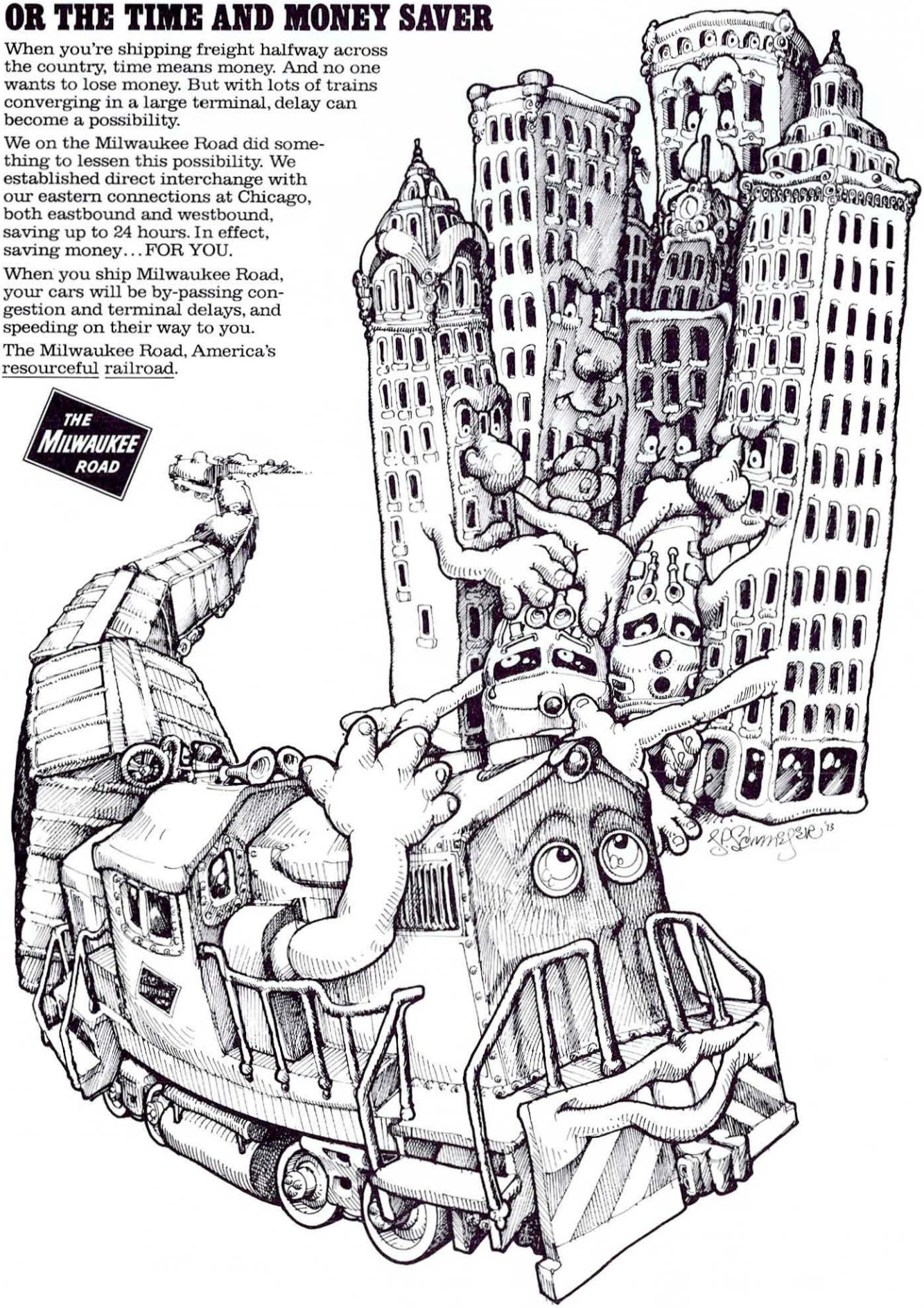
When you're shipping freight halfway across the country, time means money. And no one wants to lose money. But with lots of trains converging in a large terminal, delay can become a possibility.

We on the Milwaukee Road did something to lessen this possibility. We established direct interchange with our eastern connections at Chicago, both eastbound and westbound, saving up to 24 hours. In effect, saving money... FOR YOU.

When you ship Milwaukee Road, your cars will be by-passing congestion and terminal delays, and speeding on their way to you.

The Milwaukee Road, America's resourceful railroad.

THE MILWAUKEE ROAD



System also realized when they began laying concrete across the landscape). Runthroughs, among other things help meet the new need.

—Change in the Power Brake Rules, though it might seem a small thing, has had a definite impact, because it permits railroads to operate interline trains through interchange without having to delay the train for complete initial-terminal air brake tests. SP, Southern and MoPac pushed hardest for the relaxation of the rule to cover runthroughs, but the resulting benefits have been widespread.

● **What's next?** With runthrough operations in their present state of refinement, the next question is, Where do we go from here? Answer: Every indication points to expansion of such operations, as business warrants—because operating and traffic people seem generally satisfied with the way runthroughs are working, and customers seem to be thinking likewise. And, while most railroad men tend to approach revenue/cost discussions cautiously, there is solid evidence of benefits on both sides. Some traffic can definitely be categorized as "new"—traffic, for instance, on the minibridge trains which have recently started operation. Other traffic gains are less easily tied to a specific—but it's logical to assume that the faster and more dependable service which a runthrough type of operation provides is producing, and will continue to produce, additional business. As for costs, there are savings to be made in skirting intermediate terminals, in eliminating redundant inspections, perhaps even in keeping cars moving and thus reducing opportunities for theft and vandalism. There are also certain added crew costs to be contended with, but these tend to even-out over the long run among participating roads. And there are, in some cases, requirements for plant improvement spending in the interest of runthrough service improvement—the best current example of which may be Frisco's upgrading of 175 miles of road in Oklahoma to boost the reliability of movement of transcontinental traffic via Frisco/Santa Fe.

It could be argued both ways, as to whether the emphasis on these interline operations is a "breakthrough." But, as one operating vice president puts it, "Breakthrough or not, runthroughs *are* an excellent example of how railroads can use what they have to improve service."

In its less-than-flattering comments about rail service quality, in the Ex Parte 265-267 proceedings, the ICC noted that "in particular, we have reference to terminal delays, interchange delays, erratic delivery and deliveries not reasonably timed or spaced."

Railroads are trying to overcome quality problems in a number of ways. The runthrough train is one. ■

SOUTHBOUND NE87 inaugurated service over the Dupont connection in early January.

From Pot Yard to Portland, runthroughs save 24 hours

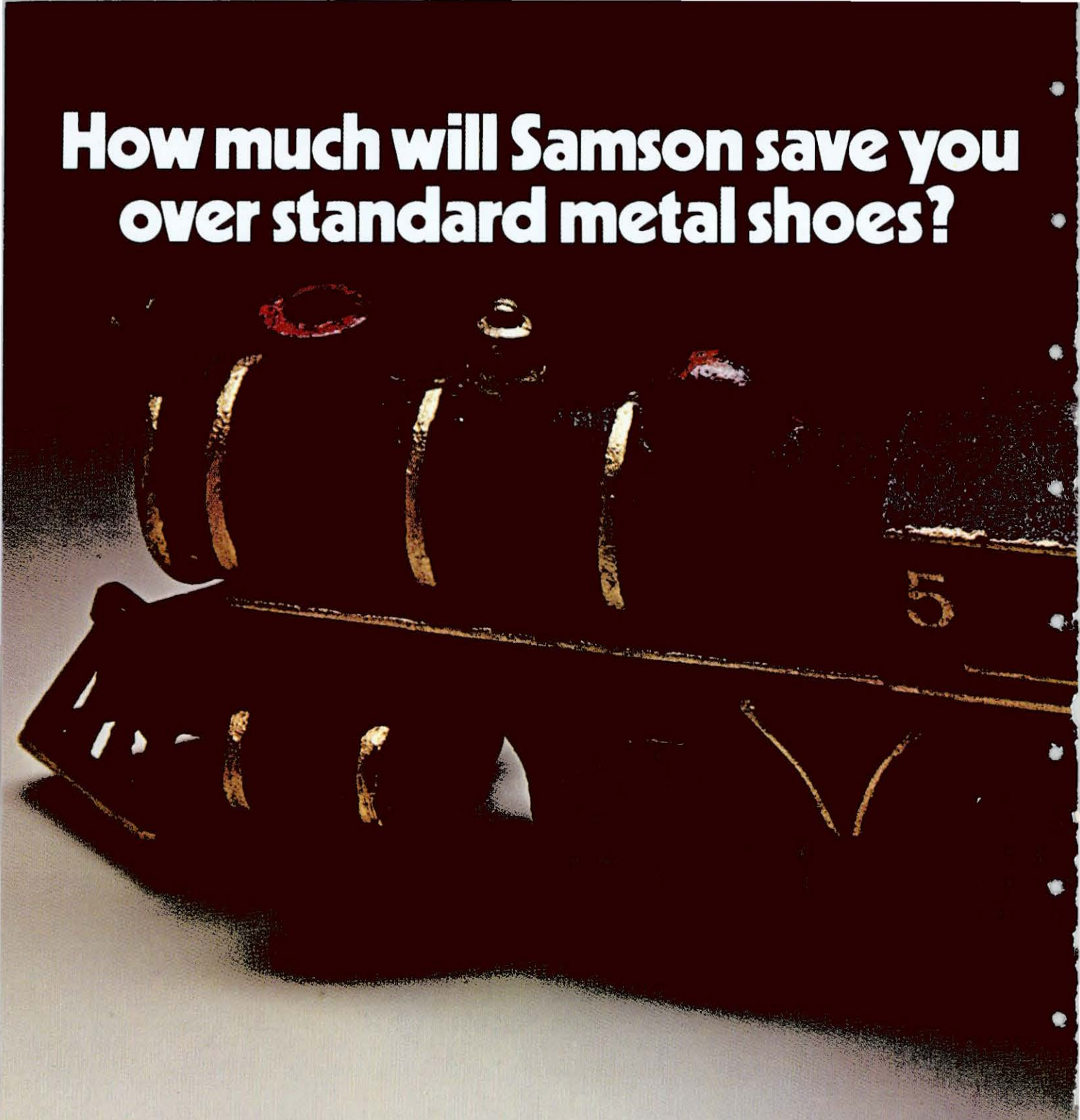
Dupont (Pennsylvania, that is) has suddenly become a point of great significance in operations of the Delaware & Hudson and the Lehigh Valley. With the speeded service possible because of a thousand feet of track completed in early January in this tiny eastern Pennsylvania suburb of Wilkes Barre, Dupont has become of major importance to Penn Central competitors all the way from Virginia to New England—and on into eastern Canada.

The result of the Dupont connection is runthrough service that has sliced a full 24 hours off schedules between Potomac Yard (south of Washington) and Portland, Me. The trains are NE87, southbound, and NE84 in the opposite direction that are operated jointly by Boston & Maine, D&H, LV, Reading, and Baltimore & Ohio.

To supplement this service and give a similar time boost to traffic moving between Canada and points from New York City to the South, D&H and LV then inaugurated a second pair of runthroughs, MA-2 and AM-1, between D&H's Mechanicville, N.Y., yard (north of Albany) and LV's Allentown, Pa., yard which was taken over almost a year ago from the Jersey Central when that road abandoned all its operations in eastern Pennsylvania (RA, May 8, 1972, p. 12). At Allentown connections are made not only with LV's east-west trains, but also with the Reading for Philadelphia and Harrisburg, Pa. D&H reports that its freight volume for January 1973 showed "a sharp increase" over the same period last year, a situation that has not always been easy to report in the troubled Northeast in recent times. The fact that five railroads must be involved in the Pot Yard-Portland route, which is under 800 miles, points up one of the quandaries that plague the Northeast and will undoubtedly be a topic of discussion at this week's White House rail crisis conference. It was not until CNJ left the area in 1972 that LV even participated in many of the routes and divisions now so crucial in the financial success of the new runthrough operation. It was not until all the Allentown-Wilkes Barre traffic could be concentrated on a single carrier that it was even practical to think of a runthrough train. It was not until the physical decrepitude of the CNJ line into Wilkes Barre (the result of decades of financial deterioration) forced LV to cease using it entirely that attention turned to other ways of reaching the D&H without many hours (and added miles) of looping through downtown Wilkes Barre. Attention quickly turned to the point where D&H and LV are at about the same altitude and adjacent as they drop into the Susquehanna valley from the north and south, respectively. LV is now completing a remotely controlled interlocking for the junction of the new connection with its double-track mainline.

LV and D&H pool both motive power and cabooses on the Allentown-Mechanicville trains, changing crews at Dupont. B&O and Reading also pool for their operation of NE84 and NE87 between Allentown and Potomac Yard. Since the trains are classified at Allentown and Mechanicville, there has been no move to extend locomotive assignments beyond those points.

How much will Samson save you over standard metal shoes?



Even though Samson shoes cost more initially... your break-even point comes pretty quick. And then you start banking savings of 24-54% because Samson lasts up to 2½ times longer than ordinary metal shoes.

As the late and well-known New York politician Al Smith used to say: "Let's look at the record."

For example, look at AAR Job Codes 1828 & 1830 for a comparison of application costs for ordinary cast iron brake shoes versus the cast iron, high phosphorous Samson.

Labor is the same: $1.19. Material cost is $2.51 for cast iron and $3.02 for the Samson. This makes the job total $3.70 for cast iron and $4.21 for Samson.

This additional 51¢ per shoe is an Applied Increased Cost of 14%.

Since handling and storage costs are the same for both types of shoe, everything saved by Samson above this 14% is therefore free and clear to your road. And those savings are very substantial since field tests have proved conclusively that Samson lasts up to 2½ times longer than standard metal shoes.

Translate that longer life to savings, and you come up with dollar savings from 24% to 54% with Samson. Even though the Samson shoe itself costs 14% more applied than ordinary metal shoes.

But let's not hang the Samson superiority just on "economic" performance. It has also proved in field tests that it provides better train control and reduced sparking.

Both of which mean
hazards to train personnel
ordinary metal shoes are on
job instead of Samson.

Our arithmetic is easy to check. And the mechanical officers on many leading roads will support our claims for Samson.

We would welcome the opportunity to thoroughly discuss Samson shoes in relation to your own road. Set up a meeting with your Abex representative—a mighty good man to have working on your railroad.

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Milwaukee: Marketing for two-way

Milwaukee Road's experiences over the past several years may someday be regarded as a textbook example of how to expand without merging. Conditions attached to the Burlington Northern merger have given Milwaukee new gateways and an entry into Portland. More recently, Milwaukee has been looking forward to entry into Louisville, under a condition connected with the Louisville & Nashville/Monon merger. But other changes have also been taking place in the venerable Milwaukee: An operating/marketing man, Worthington L. Smith, was installed as president in mid-1972; and, effective in mid-January, Milwaukee restructured its traffic department to provide a stronger and more effective market orientation. Here, in conversation with Railway Age Senior Editor Gus Welty, Worth Smith talks about where Milwaukee is—and where he hopes it's going.

Q. Milwaukee Road has been having a tough fight in recent years, competitively and with the balance sheet. What kind of 1973 are you looking at?

A. We're looking toward a fairly good volume of general business in a year which I think will be a stronger transportation year than 1972 was. We're encouraged by the broad economic forecasts and by the fact that there seems to be strength in some of our major commodity areas—forest products, automobiles and parts and, of course, grain. What we have to do, though, is not just enjoy the lift in the general economy but also do a more effective job as a specific, particular company. That's what the new market-development part of our activity is all about.

Q. In the context of being able to handle greater volume, what kind of physical shape is Milwaukee in?

A. I would say relatively good shape—and that's not to ignore the fact that we have been unable to spend as much as we might have liked on plant and equipment.

I've had the opportunity to go over many hundreds of miles of the system—by rail/auto, walking the ties, that sort of thing. I've seen some areas where I wish we were better—but I'm not about to suggest that we can't do a job competitively and do it well. Sure, I'd like to spend more on plant, especially. But this will depend partly on our success in being able to attract more revenue dollars. I might add, too, that it will depend partly on our ability to continue with our branchline program. We're assessing, very realistically, the strategic purpose of each line now and for the predictable future. This will help us to spend our dollars to greater advantage—to raise the productivity of the dollar—but it will also help us in determining just what is the basic plant and where are we headed with it.

Then, we think there are good opportunities for coordinating certain facilities with other railroads, and we're studying these opportunities with all our neighbors. The intent here has nothing to do with gains or losses in competitive posture. The intent is to attack the problem of dollars of operating expense as expressed basically as MW&S. We don't mind at all if our friendly competitors save some expense dollars at the same time we do—because this problem of redundant plant is a total railroad problem.

Q. Still looking at volume increases, how important have the BN conditions been—the opening of gateways and the entry into Portland?

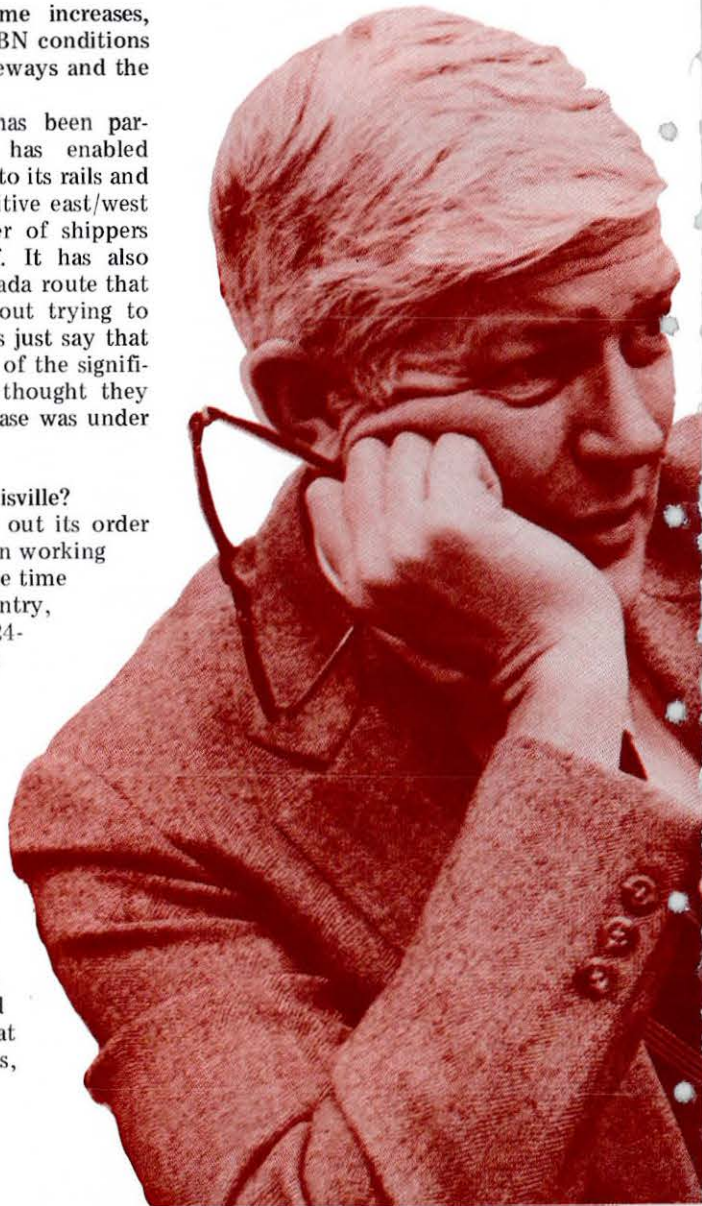
A. Entry into Portland has been particularly significant. It has enabled Milwaukee to hold traffic to its rails and it has provided a competitive east/west alternative that a number of shippers have taken advantage of. It has also provided a California/Canada route that didn't exist before. Without trying to quote precise figures, let's just say that the conditions have been of the significance Milwaukee people thought they would be when the BN case was under way.

Q. And the entry into Louisville?

A. Well, the ICC has put out its order confirming this. We've been working with the Southern for some time on various aspects of the entry, and we're ready to go on 24-hours' notice. A new track connection will be required with the former Monon, but that's no problem: The material for the connection has been on the ground at Bedford, Ind., for months. We're convinced that the Louisville entry will provide shippers with an attractive alternative route between the Southeast and the West—and we think that this, like the BN conditions, will be significant to Milwaukee's future.

Q. Down the hall from your office there's a door with "Merger Committee" still lettered on the glass, a leftover, I assume, from the Milwaukee/Chicago & North Western talks. What do you see ahead, in terms of railroad realignments?

A. At the moment, I think that doorglass might qualify as an early-American artifact. But seriously, I'm convinced that we have to have some kind of further movement. I can't believe that the status quo American railroad system is the way it ought to be, and I think we're deluding ourselves rather badly if we figure that as of this point in time we have the epitome of what the American railroad system ought to be. What puzzles me is the question of how we



profit

begin the next series of steps in a realignment. We have all been waiting for the other shoe to drop in the Union Pacific/Rock Island case. But I think you can get arguments on both sides as to whether the outcome of that case will be helpful in clearing the air.

But, when we talk about the future, what do we have to talk about? At one end of the scale, there's status quo. At the other end, there's nationalization. In between, there's the possibility of realigning into a comparatively few large independent systems. There's also the proposal of [Maine Central President] Spencer Miller for an American Railroad Corporation, the national private-enterprise corporation operating on a regional basis. Something like this would offer certain significant savings. It might also present us with a different managerial problem—but other companies in other industries have handled this problem and I don't see any real reason why railroads could not deal with it.

Q. At this point, do you have a preference as to which way things should be moving?

A. First, looking at the industry as a whole, I don't think we can set the present railroad system in concrete. Status quo might do for 1973, but I don't think it will do for 1983. I can't find a way to make an economic case for the status quo—especially when the situation in the East is taken fully into account. As for the Milwaukee, to be realistic about it, we have a struggle. We have confidence that we can do something about our position—but we don't ignore the basic economic facts of life, and I don't think that even the more comfortably-fixed railroads can afford to ignore the basic dynamics of what's going on in transportation. My biggest fear is that we may end up with some kind of ad hoc decision—rather than decisions growing out of a careful planning process. We would all be the worse off for that.

As for alternatives—the Spencer Miller plan, or realignment into fewer independent systems—I don't find anything inherently wrong with either and I don't reject either. Over the long run, I do reject status quo. And I reject nationalization. I'm not in favor of it, nor can I find any justification for creating a nationalized total system.

Q. When you talk of Milwaukee's confidence in being able to improve its position, what is involved?

A. We mean to compete effectively in competition among railroads. But a lot has to be attached to our ability to compete for the 60% of intercity freight ton-miles that isn't moving by rail. Our problem—and our real opportunity for the future—lies in attracting the freight that railroads aren't hauling at all, and not just in fighting with another railroad over a car of freight. The Milwaukee has competitive problems that are very real. We're looking toward the completion of I-90 and I-94, paralleling the railroad all the way from Chicago to the Pacific Northwest. We're also facing strong water competition, intercoastal and on several inland waterways. We hope we can develop programs to deal with these competitive facts. Significantly, we also hope to be able to improve the ability of our customers to compete in their markets—from which, in many cases, they are many miles removed. When we talk of profit centers in our market-development effort, you know, we're not just talking about profit to Milwaukee Road. We're talking, too, about profit for the customer.

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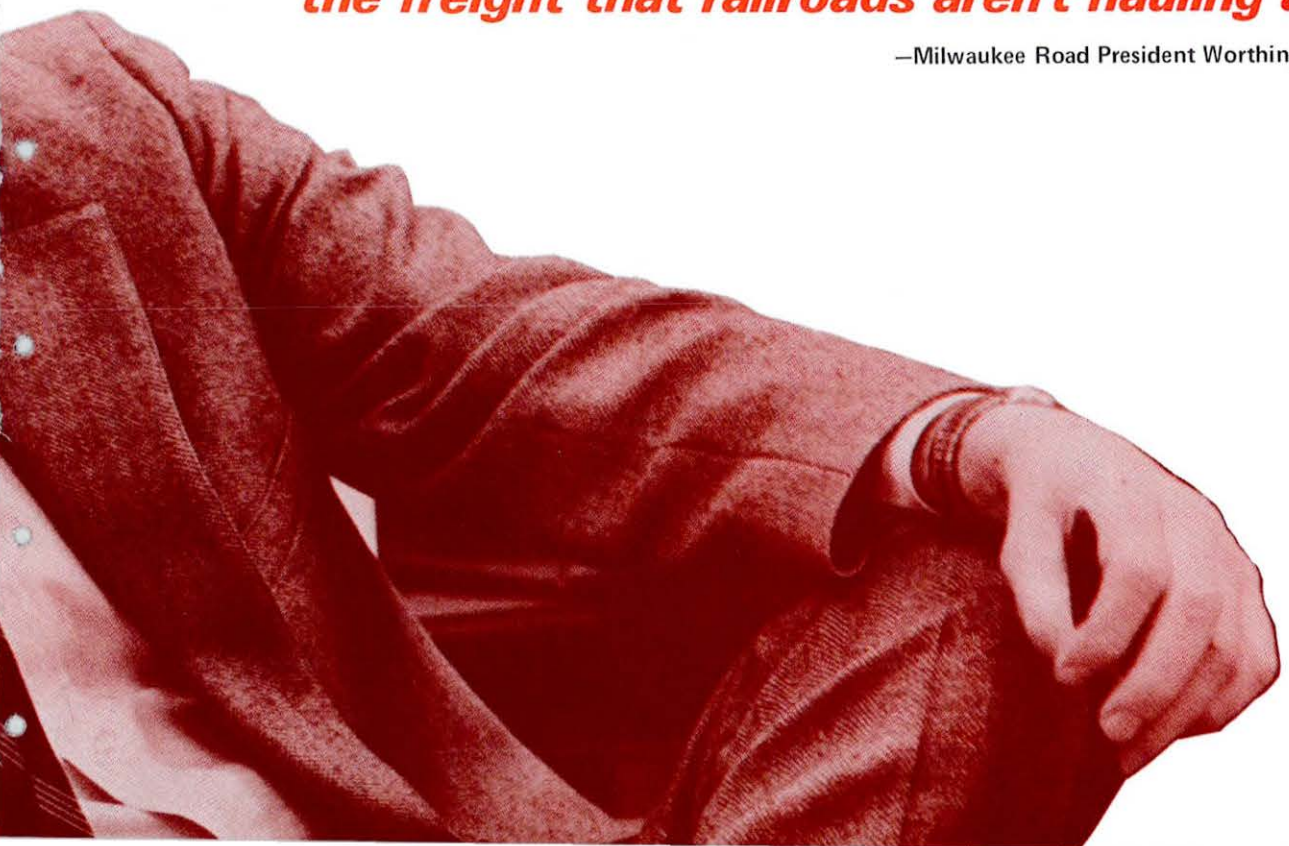
"Our real opportunity lies in attracting the freight that railroads aren't hauling at all"

—Milwaukee Road President Worthington L. Smith



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Just pull the trucks up to a siding and leave the rest to the ACF 5 psi car.

Our 5 psi operates off the truck's blower. So you can unload fast. Without a pressure sled, without a portable transfer unit, without any contamination, without any problems.

There's hardly a dry bulk lading this car can't carry. Flour, cement, diatomite, plastics, clay. You name it, the car can carry up to 5700 cubic feet of it.

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ACF's 5 psi car. It turns a simple siding into a high-volume unloading site.

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(continued from page 23)

Q. How do you propose to go about getting back some of the traffic moving by other modes?

A.. With highway competition, we have to take several things into account. One is that some of the things a truck is hauling are susceptible to being shipped in a railcar—and some are not. We have to do a better job of sorting out which is which. Quite possibly, we may have to acknowledge that for one reason or another—plant location, service at origin or destination, and so forth—less traffic than we had thought is actually susceptible to capture or recapture. But even in these instances, perhaps there's still a viable role for the railroad to play in the customer's basic distribution process. In this context, we need to do more to explore the opportunities in TOFC/COFC, particularly in Plan 1 and Plan 4. We're investigating these opportunities through our profit-center commodity approach and also through Milwaukee Motor Transport.

We have to face the fact that there are corridors in the West which threaten us with the same kind of continuing traffic erosion that has gone on in corridors in the East. I don't know if you could go so far as to call Chicago/Seattle a corridor yet—but for us Chicago/Twin Cities, Chicago/Kansas City, Chicago/Council Bluffs/Omaha certainly qualify. To protect ourselves against traffic loss—and to chip away at that non-rail 60%—we have to be more imaginative, we have to be more aggressive, we have to have a commodity-oriented approach that's as broad as possible and that looks at every angle. There are, of course, "corridors" where we're competing with water transport, too. There, we're talking basically about the performance of a volume movement. There are implications as to what we can do and should be doing—but the specifics are not always easy to figure out.

Q. Before coming to Milwaukee, you were vice president-market development with BN and it was under you that the market development part of the total marketing department was set up. Now, here at Milwaukee, there seem to be a few changes in the way you've gone about structuring things. . .

A. That's right, there are certain differences. Some, I think, grow out of differences between the two properties. And some probably are a result of experience, of doing a certain amount of work in this area before.

For one thing, Milwaukee isn't quite as large an organization. I'm not throwing rocks or taking pokes at the way things were set up, but I do believe that the railroad was perhaps not as market-oriented as it might have been. I also believe that we have the opportunity

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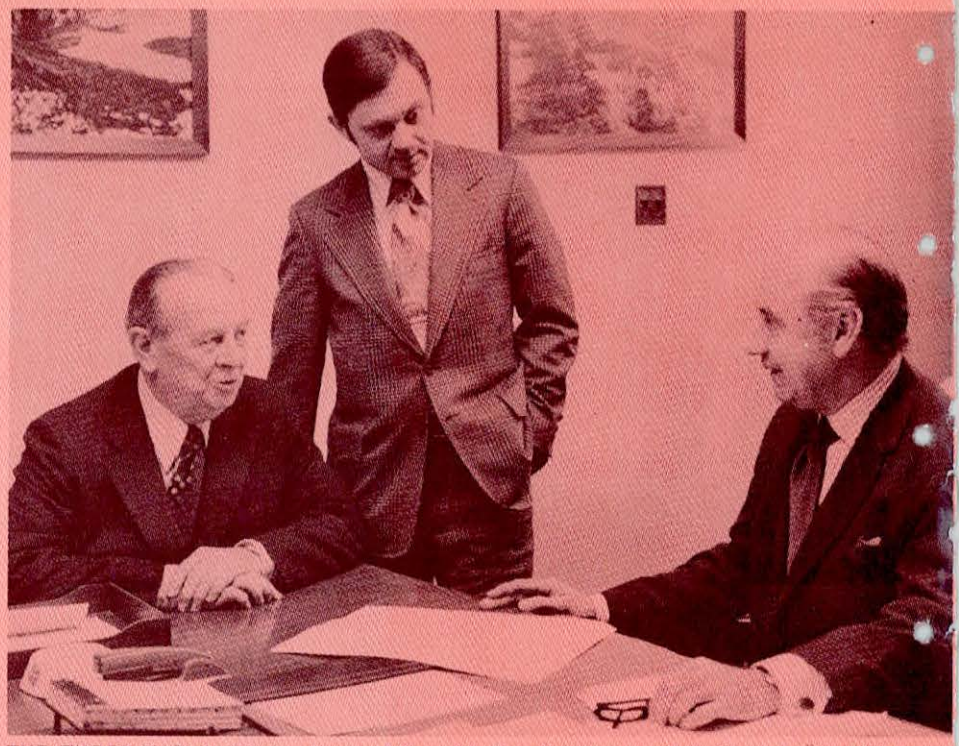


THE THREE-MAN TEAM heading up Milwaukee Road's restructured traffic operation: Vice President-Traffic George H. Kronberg (right), in over-all charge of the department, and the men who supervise its major components, Vice President-Market Development and Pricing Glenn F. Reynolds (standing) and Vice President-Sales Philip J. Cullen.

Restructured traffic department

"Cohesive" is as good a word as any to use in describing the new organization of Milwaukee Road's traffic department, which is now a department made up of two basic elements: (1) Market development and pricing, and (2) sales.

If everything works as it is supposed to, Milwaukee will have:

—Closely coordinated market-development effort in four commodity-oriented profit centers.

—An economic and cost analysis section which works closely with but is not part of the profit centers.

—Pricing capability and responsibility for decision-making within each of the four centers.

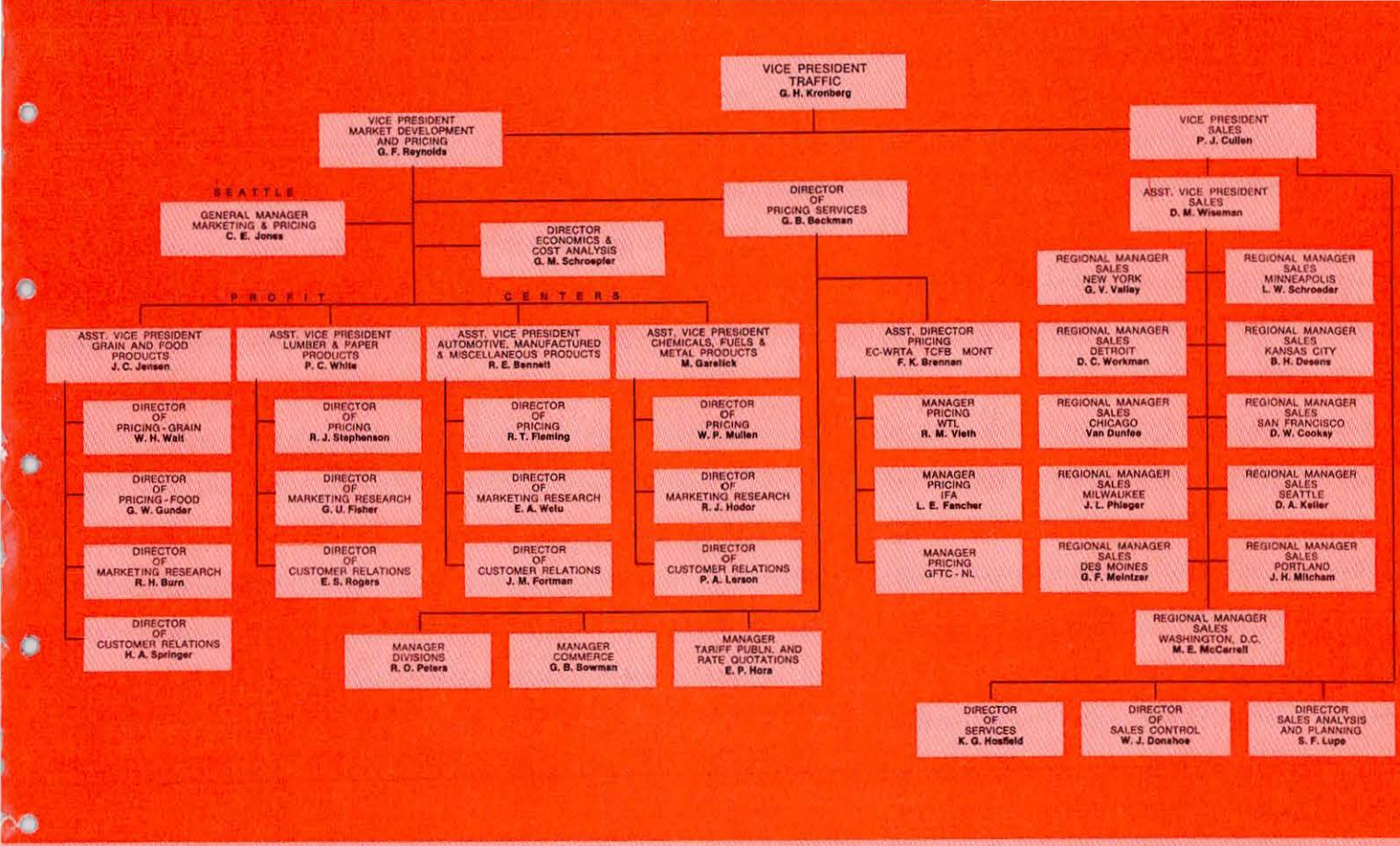
—A sales organization that can concentrate on selling, while it complements and is complemented by the market development and pricing group.

In putting this new organization together, Milwaukee President Worthington L. Smith and Vice President-Traffic George H. Kronberg have come up with a blend of talent from Milwaukee, from other railroads and from outside the industry. They have also developed, in the profit centers, a blend of disciplines with the four groups—which are headed by (1) a former general traffic manager for a major shipper, (2) a veteran operating officer, (3) another operating man who later went into costing and market research, and (4) a pricing expert.

● **How it's set up.** From an organizational standpoint, Milwaukee's traffic structure is clean-lined. Under Kronberg are a market development and pricing department headed by Vice President Glenn F. Reynolds and a sales department headed by Vice President Philip J. Cullen. Under Reynolds are the four profit centers, a West-based general manager-marketing and pricing and two staff sections, for economic and cost analysis and for pricing services. Under Cullen are an avp-sales, the road's 11 regional sales organizations and staff sections for services, sales control and sales analysis and planning.

In the market-development area, everything Milwaukee hauls is divided—by Standard Transportation Commodity Code—among the four profit centers: (1) Grain and food products, (2) lumber and paper products, (3) automotive, manufactured and miscellaneous products, and (4) chemicals, fuels and metal products. Import/export freight has been placed under the automotive, manufactured and miscellaneous group (except for farm products). Most of Milwaukee's TOFC/COFC business also falls within that group. Still, the four profit centers are starting out just about even in terms of present revenues: Milwaukee's gross is in the neighborhood of $300 million, and each center has about $75 million of the total.

● **Pricing yes, costing no.** Responsi-



encompasses market development and pricing, plus sales

bilities within each profit center are specific and parallel. Each is staffed with directors of pricing, marketing research and customer relations, and each has a total staff of 18 to 20 persons. And, while pricing is done within each center, costing is not. That comes from the staff section, which is small now but probably due to grow.

Other inter-relationships are also important in Milwaukee's thinking as to how a traffic department might best be set up. The implementation of pricing policies is an integral staff function in the market development and pricing department. This group includes divisions, commerce and tariff-publication/rate-quotation sections as well as the people who handle Milwaukee's participation in rate associations. Within each profit center, customer needs are sought out and analyzed, a railroad service/rate/equipment package is developed (if possible), and all pricing policy is formulated. The directors of pricing and marketing research do what the titles imply; the director of customer relations is what Milwaukee calls the "customer's advocate," making himself expert in transportation needs of a product area and in the railroad's transportation capabilities and evaluating proposals in the light of his specialized knowledge of both commodity and carrier.

Both the customer-relations people from the profit centers and the individual salesmen assigned to accounts will be working with the same people on the customer side—but Kronberg, Reynolds and Cullen are making it clear that the order-of-the-day is cooperation and coordination.

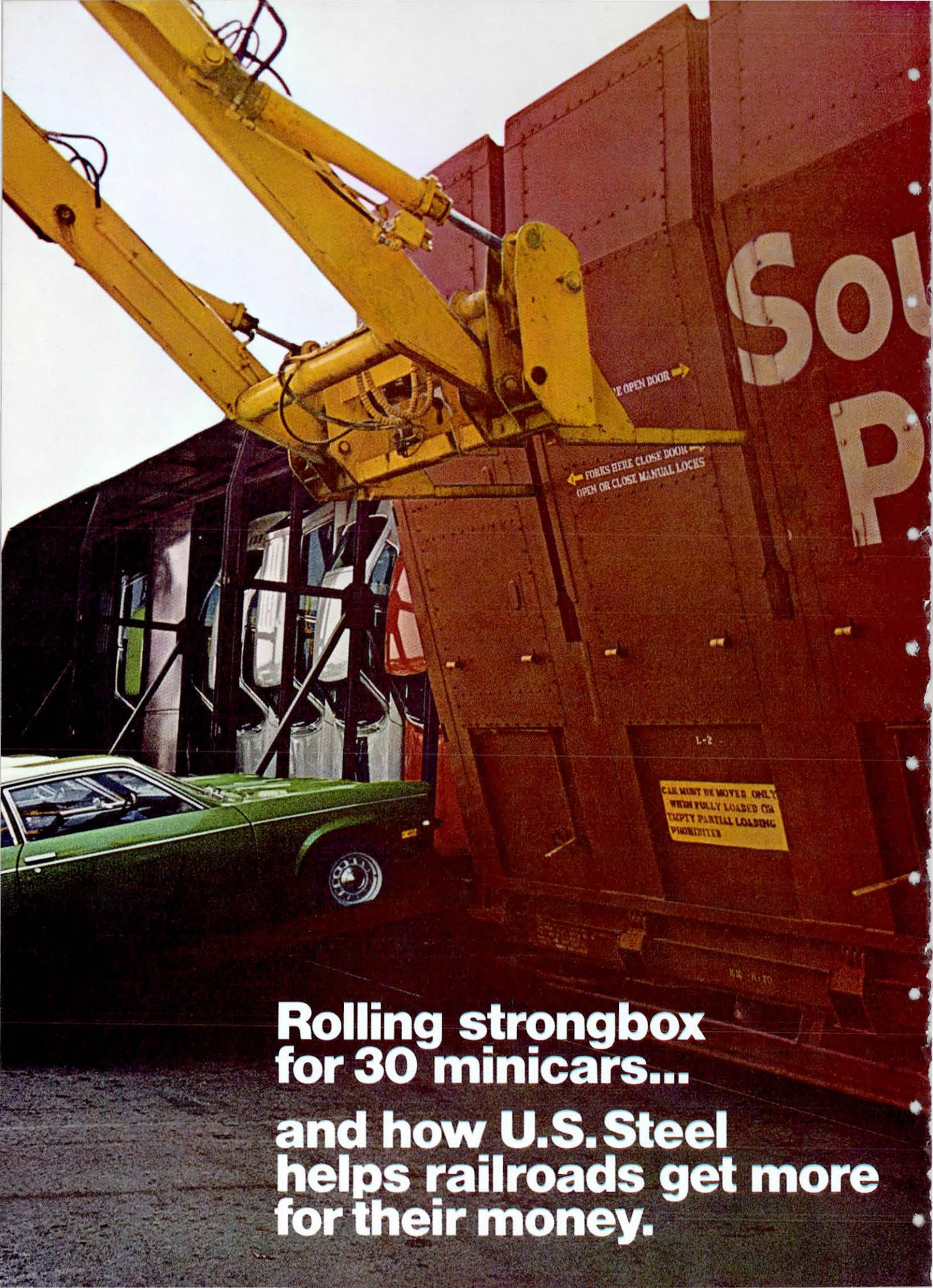
● **Defining "profit."** As for the term "profit center" itself, that too may bear a bit of specific making-clear. In a product-company context, "profit center" carries a kind of up-or-out connotation: Either a given product makes it, or the company drops it. In a service-company context, things are different, and Milwaukee is telling its customers that its concept of the profit center "grew from our belief that the best way for a railroad to make money is to sell its product, transportation, in a form that helps its customers make money. What the profit centers do is cut across traditional organizational lines and effectively bring together all the various analysis and decision-making functions, data and skills that are necessary in the design of rail rates and services which are beneficial to our customers and profitable to the railroad."

As Milwaukee sees it, "profit" works two ways. Centralization of various functions—pricing, cost analysis, marketing research, equipment information, customer relations—makes it possible for the railroad to get to the heart of customer need and simultaneously work on fitting transportation resources to meet the need. In that way, Milwaukee says, "both the railroad and its customers will 'profit' from the activities of the profit centers."

There are other problems to be worked on and worked out. Close coordination will have to be maintained between traffic and the transportation department. Top management will have to be tuned in to what market development and sales people see as equipment requirements. Milwaukee says the coordination will be there—and management will be tuned in.

One big thing that concerns Worth Smith is that there has been growth in rail freight traffic in recent years—but Milwaukee Road hasn't been keeping pace with other major roads in western territory in terms of participating in that growth. Further development of the recently-new and yet-to-come gateways will probably help. So, Milwaukee hopes, will the traffic-department reorganization with its commodity profit-center orientation.

And Milwaukee people have the background to make it work. George Kronberg and Phil Cullen are career Milwaukee. Glenn Reynolds, until last September, was Burlington Northern, most recently as assistant vice president-market development. His boss at BN: Vice President-Market Development Worthington L. Smith.



Rolling strongbox for 30 minicars...

and how U.S. Steel helps railroads get more for their money.

This giant freight car, Vert-a-Pac, hauls 30 little autos in scarcely more space than the usual tri-level rack car needs for 12 of standard size.

Southern Pacific and a major auto maker developed the 18-foot-high car to carry the 14-foot-long autos in a revolutionary position: nose-down on walls that also serve as loading ramps.

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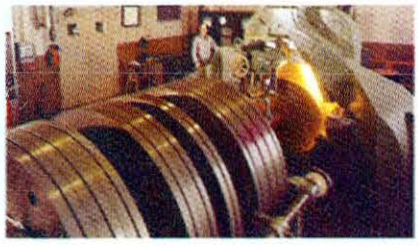

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USS **United States Steel**

(continued from page 26)
here to do things a little more readily, to move a little faster and in a more total way. Smaller size is one factor and the ability to make change broadly is another, you might say, in helping us to decide how we will move.

We have come to several conclusions, in setting up this organization. One is that market development and the pricing function are one—parts of the same thing—and that they should work as a team. Another is that we have tried to redefine the primary functional areas, what we think of as the marketing activity. One of these areas is field sales and the other is market development, with pricing tied in. Once we agreed on this, the next step was to determine what resources these two areas need—and what they don't really need. This has led us to a number of changes in the way Milwaukee's traffic department is structured. For one thing, we had had a number of specialized sales groups—import/export, rail/highway, national or system accounts. These people didn't work as the rest of the sales organization worked, on a basis of accounts geographically assigned. In effect, they were assigned to sales on a basis of commodity or mode. To help give the market development group the resources we feel it needs, we put these specialists into a commodity framework in market development.

We also brought in two other groups of specialists from our management services department. One was a group—small but very effective—which was concerned with market research. The other was a group of cost people who were needed for the economic and cost analysis work that must go on in market development.

Q. You have pricing, market research and customer relations functions in each of the four commodity profit centers—but you have set up economic and cost analysis as a separate group, instead of having cost work go on in each profit center. Why?

A. For several reasons, and believe me this matter of achieving a uniform, standard application of cost is something we've done a lot of working over and agonizing over. First, there is question as to whether the size of our activity justifies setting up a separate cost center in each profit center. We decided we could not justify the kind of analysis we wanted, on that individual basis. But we could justify it as, in effect, a staff function working for all four profit centers. We gain a couple of things. We gain flexibility in the use of our economic and cost analysis people. We get an increasingly uniform and standard approach to the application of cost data to specific proposals. We avoid the problem that might arise if we were sometime to have a veteran, experienced analyst working in one profit center while another center depended on a less experienced person. And we avoid another potential problem—which involves the possible temptation for a cost analyst in a specific profit center to work "for" that center in the sense of competing with the other centers in trying to sell proposals to management on the basis of profitability projections.

Essentially, what we're trying to do is to achieve a higher and higher degree of sophistication in cost analysis and in the proper application of cost to specific proposals. Frankly, we're starting from a lesser base of cost data than we might like. But, we'll take what we have as a starter—and keep working to break down and refine costs still further.

"We're not just talking about profit to Milwaukee Road. We're talking, too, about profit for the customer."

There are, of course, many kinds of costing functions within the company—in operations, engineering and so forth—and over-all costing for the company will continue as a function of our corporate planning group. As these costing data are developed and refined, they're available to be added to the reservoir of cost information in market development. This kind of cost work is separate from but related to the application of data to a specific proposal. And as I see it, it's an absolute requirement that the application of the cost data be located within the decision-making unit, which is the market-development group. This, I think, is the only way in which you're going to come up with marketing decisions which are neither incompatible with nor in any way in conflict with the development and refinement of our cost building-blocks or with the over-all cost/profit analysis effort.

Q. In any discussion of "change" on the Milwaukee, a couple of other things also come to mind. For one, presumably you're going to be operating Turbo-Trains between Chicago and Milwaukee some time this summer. For another, there are recurring reports that Milwaukee is either going to extend or abandon its electrification. . .

A. First, as for the TurboTrains—like any other contractor, we want Amtrak to be a success. Our contacts on this project have been constructive, and we're going into it in a constructive way. Of course, it is essential that we also define very carefully what is needed if we're going to do the job in a satisfactory way. And among the things that have to be taken into account are the problem of grade crossings, the problem of signal spacing, the problem of coordinating freight and passenger operations, the many practical problems generally which are associated with high-speed operation. We've indicated areas that are of concern to us—and as we understand it, we'll start on a basis of what can be done and work toward an optimum or an ultimate.

Q. And the question as to what's ahead for Milwaukee's electrification in the West?

A. As you know, we've had the electrification under study for some time—and the studies have been intensive. The decision has now been made to phase out electrification on the two segments of line in the Northwest where we now have it—which is approximately 650 miles in Montana, Idaho and Washington.

Q. We've talked about Milwaukee's traffic prospects, its plant, its market-development emphasis, its competitive situation. How about Milwaukee Road people? In view of the problems that have been experienced, how are they reacting?

A. In traveling around the system, we've talked with section crews and train crews and yard clerks and office people. And the more I see and hear, the more enthusiastic I get about our people. They're part of a railroad that is basically well-located, that serves the right places, that has a good commodity mix—though we have got to improve our market share. These are good people—as good as anybody's. I think we're going to improve our position—and, maybe even more important than that, I believe that our people believe in the basic ability of this company to succeed. ■

Greenville goes West to help move the big coal.

This train of Greenville cars rolling across Wyoming* is typical of things to come. Coal is moving from the West and Greenville's ready to help move it with the car designs needed for this rugged, high-mileage service . . . aluminum or steel; riveted or welded; high-sided gondolas, rotary or bottom dump . . . you name it.

Greenville has a wealth of information about big coal train movements, developed from millions of miles of unit train operation with our own leased cars. East or West, if coal traffic's important to you, be sure to talk to us early about your needs.

We can help you!

*Union Pacific Railroad at Arch Mineral, Hanna, Wyoming.

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Circle 14 on coupon page 33

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He also visits customers—brings them full agency service. Alerts them to arriving shipments, often a day ahead. Helps on bills of lading. Arranges for empty cars.

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Southern Railway System, Washington, D.C.

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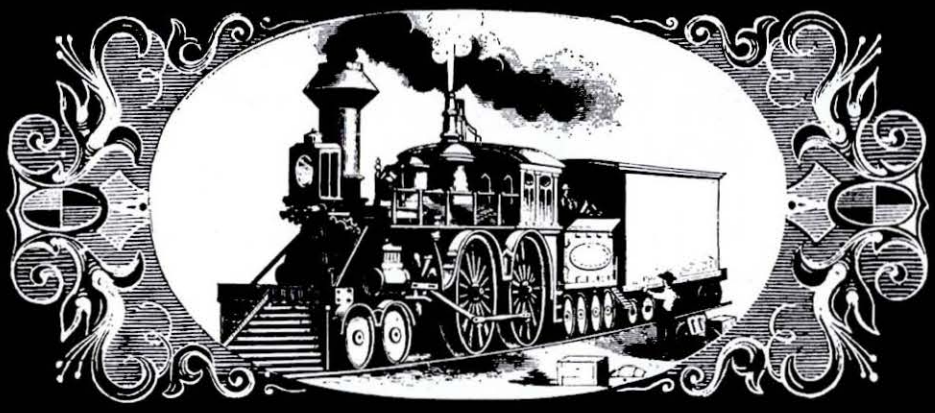

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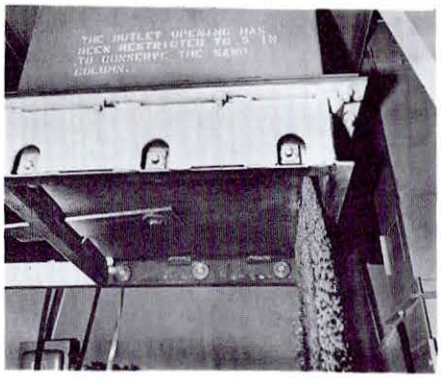
New Products Report



Hopper discharge gate bars leakage during transit

A railcar hopper discharge gate developed by Chicago Railway Equipment Co. held a load of 50 cubic feet of dry silica sand without any loss for more than an hour. In another test, the gate held 50 gallons of water for six minutes.

Key to the gate's design is its ability to move vertically and horizontally at the same time when closing. This assures a tight, sure seal and prevents leakage during transit.

The gate operates by lever action. The linkage is attached to the center of the sliding surface to remove the possibility of skewing in either direction. It can be opened from either side of the car.

Circle 60 on reader service card

Braking-force gauge made for locomotives, freight/transit cars

A self-contained device which reads braking force directly in pounds is being marketed by Abex Corp.'s Railroad Products Group. The unit, known as Hydra-Cell, is designed for freight-car use with 15,000-lb maximum force rating. It weighs only 6 lb. High-capacity units (38,000 lb) are also available for locomotives and transit cars. The unit comprises a dial gauge connected to a sensor fitted to replace the brake shoe in a brake head for static testing. Hydra-Cell has received AAR approval for determination of net braking ratios.

Circle 61 on reader service card

Remote control system for rail vehicles speeds yard operations

A new rail vehicle remote control system which improves operating efficiency and reduces the possibility of yard personnel accidents is available from WABCO's Union Switch & Signal Division. The system, called WABCO RCS-30, can be used to operate a switch locomotive or other rail vehicle from a battery-powered remote controller which transmits commands to the controlled vehicle. Hence, RCS-30 eliminates need for brakeman's hand signals (which can be misinterpreted), and permits switching and spotting operations to be controlled from outside the cab or on the ground, wherever the trainman's visibility is best.

Commands made on the portable controller are transmitted via frequency modulation to the locomotive's onboard equipment, which includes circuitry to decode the commands and provides an interface with the locomotive's electric and pneumatic control systems. Standard functions available on the portable control unit include throttle advance and retard, forward and reverse directional controls, train-line braking, independent locomotive braking, sand control forward and reverse, and horn and bell controls. The system uses a WABCO patented statistical avoidance technique which eliminates need for individual radio channels for each controlled vehicle. This permits operation of more vehicles in areas of channel congestion.

Circle 62 on reader service card

Portable pressure cleaning unit has long, maintenance-free life

A low-cost, portable, pressure cleaning unit from Oakite Products improves cleaning efficiency while creating cost savings. Called Hydro Blitz 600, the new unit, charged with a specialized Oakite detergent, can be used to spray away soils in virtually every area of a plant. It operates off any 115-volt outlet, from any hot or cold water outlet up to 180 deg. F. A special dual-action nozzle permits the operator to apply the cleaning solution at relatively low pressure without splash-back, then switch to a high-pressure rinse of 600 psi. Oil bath lubrication and water-only flow through the pump insure a long, maintenance-free life.

Circle 63 on reader service card

Gas-fired, infrared salamanders cut gas consumption, fuel costs

A new line of gas-fired, infrared, portable salamanders has been introduced by Van Dorn Co.'s Infra-Red Division. The salamanders are intended for temporary space heating in fabricating shops, yards, warehouses, mills,

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construction sites and other outdoor sheltered and semi-sheltered applications. Because gas-fired, infrared heating uses gas energy more efficiently, gas consumption and fuel costs are reduced. Time to temperature is also reduced.

The salamanders' infrared energy is created by a high performance burner at the base of a special alloy circular infrared emitter. The burner is fired with natural or propane gas. Gas safety valves in both pilot and main supply lines automatically shut off the gas supply in the case of an outage or tip-over. The salamanders, called Super G, are available with 100,000 to 225,000 BTU input per hour. They are 40 in. high and weigh 65 to 70 lb.

Circle 64 on reader service card

Booster/stacker can handle unit loads up to 150 pounds

A portable booster/stacker, introduced by Metzgar Conveyor Co., can handle a maximum unit load of 150 lb. Maximum distributed load is 850 lb horizontal, and 350 lb at a 30-degree elevation. The stacker features a galvanized finish, 12-gauge, deep box channel slider bed. Construction throughout is bolted. A 2-inch-diameter hydraulic ram jack is operated by an easily accessible, side-mounted hydraulic hand pump which meet new OSHA standards for operator safety. The machine is available with 12-inch or 18-inch belt, in over-all lengths from 11 ft 3 inches to 16 ft 3 inches. The 3-ply belt is constructed of 28-oz Steepgrade, and a 50-ft-per-minute speed is standard. Power tail, wheel feeder and pneumatic tires are optional.

Circle 65 on reader service card

This in-motion weighing system weighs axles, trucks or cars

The 4300 series Spadar is an integrated circuit, solid-state instrument for in-motion weighing of railroad cars. Spadar, introduced by Mangood Corp.'s Streeter Amet Division, can weigh individual axles, trucks or entire cars at maximum weighing speeds. It utilizes non-contacting wheel detectors to produce reliable and accurate axle counts.

Two models, each equipped with an accurate and stable analog-to-digital converter, are available. The basic Spadar model 4300 is housed in a compact desk-top console. It is available with a broad range of standard accessories, including ticket- or tape-printers to fill most hard-copy printing needs. Spadar model 4301, housed in a two-tier desk-top console, is designed to accommodate various modes of manual and computer data entry. A standard teletype page printer with an eight-level code punch also is available; entry of automatic car identification data also can be accomplished with this model.

Both models are available with accessories permitting attended or unattended operation, bi-directional operation, approach speed determination, reverse direction and count, date/time recording, constant voltage transformers and custom cabinets or pedestal mountings.

Circle 66 on reader service card

Outdoor litter-control unit has a 9-bushel bag capacity

A new heavy-duty, outdoor litter-control unit is designed for use in, among other places, transportation terminals and parking lots. The unit—called Trash-Vac 30—is a product of American-Lincoln, a division of Scott & Fetzer Co. Its 11-cubic-foot, 9-bushel bag capacity cleans a 30-inch swath through all litter, including such things as broken glass, cans and newspapers. An optional hose attachment is available, making the unit ideal for removing gound cover and debris from under shrubs and plantings and along walkways.

Circle 67 on reader service card

NEW LITERATURE

BRAKE SHOES. Abex Corp.'s Railroad Products Group has issued a booklet on its Samson metal brake shoe, and a brochure illustrating and describing its product lines for mechanical and maintenance-of-way departments. The brake shoe booklet provides general background information plus performance characteristic curves. The mechanical-M/W brochure describes the firm's brake shoes, a complete line of cast steel wheels for cars and locomotives, and freight-car bearings. Trackwork products include switch stands, frogs, crossings, retarders, wheel sensors and many related items.

Circle 70 on reader service card

GENERATOR SETS. A specification booklet has been released by Western Engine Co. for its new line of total packaged generator sets for refrigerator car and undercar rail service.

Circle 71 on reader service card

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Track-mobile: Road/rail versatility

SMALLEST AND LARGEST TRACKMOBILES, the 1 TM (left) with 5,000 pounds drawbar pull, and the 9 TM (right) with a maximum tractive effort of 31,000 pounds.

Trackmobile, the versatile bantamweight rail car mover equally at home on railway or roadway, comes of age this year. It was just 21 years ago that the first of these bi-modal vehicles was sold by Whiting Corp. to the Chicago Eastern Illinois for shuttling cars in its Danville, Ill. shops.

Today, Trackmobiles can be found performing car-moving chores in the far corners of the world. They might be seen, for example, in Sao Paulo, Brazil, shunting carloads of supplies on the subway system there. Others can be found in Canada or Chile powering strings of ore cars from mine to processing plant, sometimes covering distances up to 400 miles.

● **In Europe, too.** Just about every country in Europe has a Trackmobile operating somewhere in it. For example, Barcelona, Spain has three Trackmobiles; the cement works in Kirchoff, Austria, has one; the French Army Railways ordered 30 of the vehicles recently. It is in the U.S., Canada and Mexico, however, that the greatest number of the over 3,400 Trackmobiles in service will be found. Virtually every state and province in these countries, from Alaska to Florida and from Newfoundland to Baja California, has a Trackmobile. Railroads make extensive use of the vehicles. Industrial plants depend heavily on Trackmobiles, or vehicles similar to them, for in-plant movements of carloads of materials and products. Manufacturers and processors of everything from automobiles to weldments are Trackmobile customers. At least three Federal prisons have one.

Trackmobile has two sets of wheels—one set flanged steel for operation on rails and the other rubber-tired for roadways. That makes it unusual. The vehicle is capable of moving heavily-laden rail cars several times its own weight because of its built-in weight transfer system. A Whiting-developed hydraulic jacking coupler gives the vehicle its extraordinary towing capabilities. The Trackmobile actually "borrows" weight from the car it must move by raising the car end slightly and transferring this weight to itself. All this results in the achievement of greater tractive effort.

This same basic principle of weight transfer applies to the full line of Trackmobile models just as it did back in 1952 when the first Trackmobile, with 3,000-lb drawbar pull, went into service.

● **Many models.** Today's Trackmobile comes in ten different models. They are available, according to Marshall V. Hartelius, Whiting's product manager for Trackmobile, with "the kind of flexibility that permits response to the needs of the customer." Models range in size from the 1 TM, with 5,000 pounds of drawbar pull, up to the 9 TM, which has a tractive effort up to 31,000 pounds (at both couplers).

The list of optional equipment is long. Here are a few of the things Whiting people say can be done:

—Equip a vehicle with a crane and outriggers.

—Provide gasoline-powered or diesel-powered engines with several models.

—Fit them with the type of coupler standard in the country where the vehicle will operate.

—Customize the flanged-wheel arrangement for operation on 36-inch up to wide-gauge track.

—Make personnel carriers out of them for operation in remote areas.

—Fit them with periscopes so that operators can peer into high-side cars being loaded at coke ovens.

—Custom fit them for remote-control operation.

—Fit them with winches for performing such specialized jobs as easing 747 fuelage sections onto rail cars designed for hauling aircraft components.

● **A railroad helper.** Rail car movers such as the Trackmobile have proved to be staunch allies of the railroads. In many instances, they will help justify decisions by industrial firms to locate new plants on rail lines.

Compared with a switch locomotive, these car movers are relatively low cost. Trackmobile's small 1 TM model costs less than $8,000. The firm's most popular model, the 5 TM, which has a maximum of 13,000 pounds of tractive effort, costs close to $26,000. The large 9 TM is priced at just over $44,000, still far below the cost of a used switch engine. Whiting officers say that if an industrial plant has requirements for moving only one car a day, a vehicle like 1 TM will pay for itself.

Another thing that adds to the railcar mover's popularity with shippers is its convenience. Rather than wait for a rail switch crew to become available for an in-plant car movement, the shipper can call upon his car mover to perform the task. Fitted with two sets of wheels, the Trackmobile can go directly to the site of the move without following the railroad tracks. Productivity often gets a big boost because of the availability of the car mover for switching purposes at the most advantageous times.

Whiting's Trackmobile is produced in the U.S. at the firm's main plant in Harvey, Ill. Another plant, producing the 4 TM model only, is in Holland. A new licensee is about to begin assembly of Trackmobiles (using parts supplied by the Harvey plant) in Sidney, Australia.

● **A tough machine.** Although they are, for the most part, called upon to perform heavyweight chores, the Trackmobile has remarkable stamina. Most of the vehicles sold in the early '50s are still in service. The very first Trackmobile, 21 years old this year, is reported to be still carrying out assignments somewhere on the MoPac. ■

Burn named director of marketing research, and **Howard A. Springer,** director of customer relations. Lumber and paper products center: **Peter C. White** elected assistant vice president. **Robert J. Stephenson** appointed director of pricing; **Gerald U. Fisher,** director of marketing research; **E. Stuart Rogers,** director of customer relations. Chemicals, fuels and metal products center: **Martin Garelick** elected assistant vice president. **William P. Mullen** appointed director of pricing; **Richard J. Hodor,** director of marketing research; **Paul A. Larson,** director of customer relations. Automotive, manufactured and miscellaneous products center: **Robert E. Bennett** elected assistant vice president. **Robert T. Fleming** named director of pricing; **Edward A. Welu,** director of marketing research; **John M. Fortman,** director of customer relations. **Gary M. Schroepfer** named director of economics and cost analysis; **Gene B. Beckman,** director of pricing services, and **Clark E. Jones,** general manager of marketing and pricing. All above personnel will make their headquarters in Chicago except for Mr. Jones, who will have headquarters in Seattle.

On Jan. 1 the Milwaukee discontinued the management services department and the function involving data systems and operations, as well as cost research activities were placed under the jurisdiction of a new corporate planning department. **Gaylord A. Kellow,** vice president-management services, elected vice president-corporate planning.

MILWAUKEE MOTOR TRANSPORTATION CO.—**P. Laurin Cowling** elected president. Mr. Cowling will continue to serve as executive assistant in the office of president, **Milwaukee Road. MMTC** is a wholly owned subsidiary of the railroad.

NORFOLK & WESTERN.—**John M. Goldsmith, Jr.,** named coordinator of administrative planning, and **Perry J. Gilmer,** assistant coordinator, Roanoke. Mr. Goldsmith was assistant manager of commercial development, specializing in oil and gas leasing. Mr. Gilmer was internal auditor.

G.W. Woods appointed division engineer-construction and maintenance, Chicago Terminal, Chicago.

James E. Morrison, Jr., assistant general manager transportation-terminal Roanoke, named assistant general manager, Chicago Terminal.

William E. Ruby, assistant general manager, Lake Region, Cleveland, appointed assistant general manager of operations planning, Roanoke, **C.V. Holton,** general manager, operations planning department, succeeds Mr. Ruby at Cleveland.

James T. Quarles, assistant superintendent, Scioto Division, Portsmouth, named assistant manager, operations planning staff, Roanoke. **Terry M. Gilmore** and **Thomas B. Chase** named assistants to the manager at Kansas City and Roanoke, respectively.

Albert L. McCune has been transferred to Akron, Ohio, as manager, **Akron, Canton & Youngstown** and will continue as assistant superintendent of the N&W's Pittsburgh Division. **Don N. Zureich,** trainmaster, Pittsburgh Division, Brewster, Ohio, appointed assistant superintendent, **Toledo Terminal Railroad,** succeeding **Merl E. Kloth,** transferred to Brewster as assistant superintendent, N&W's Pittsburgh Division. **James G. Smith,** assistant trainmaster, Bellevue, Ohio, succeeds Mr. Zureich.

NORTHERN ALBERTA.—**D.N. Tinston** appointed comptroller, Edmonton, Alta., succeeding the late **Thomas Waite.**

PENN CENTRAL.—**William E. Baird,** manager-public relations Pittsburgh, appointed assistant director-public relations, Metropolitan Region, New York, succeeding **Cecil G. Muldoon,** transferred to Philadelphia in the same capacity. The territory formerly served by the Pittsburgh public relations office will henceforth be served directly from Philadelphia.

RICHMOND, FREDERICKSBURG & POTOMAC.—**Rupert H. Rose,** manager freight sales, appointed general manager freight sales, Richmond.

Eugene A. Byrd, assistant to treasurer, elected assistant treasurer, Richmond.

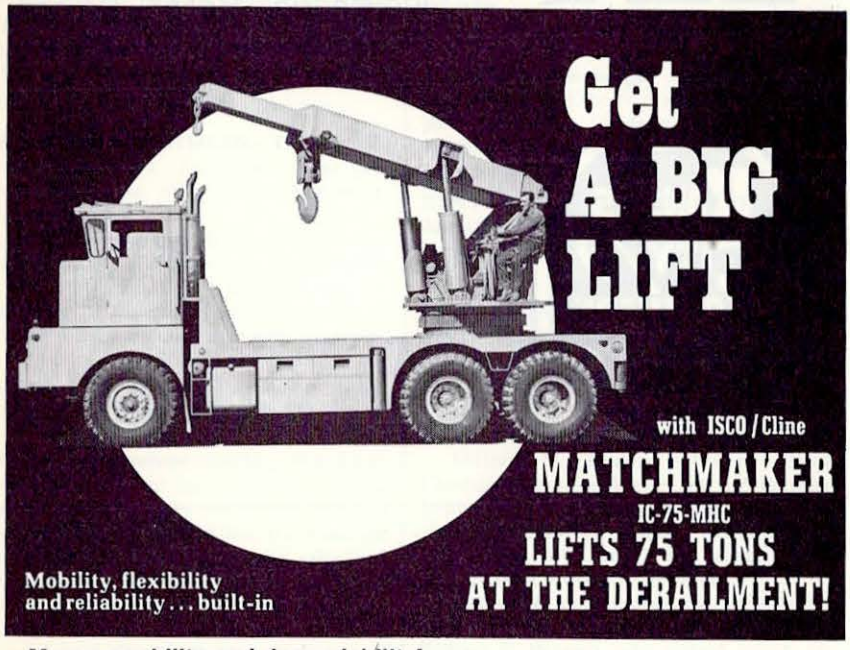
William A. Bowers, manager-records, executive department, appointed staff assistant to chief engineer, Richmond.

SANTA FE.—**B.K. Perry** appointed assistant to general manager-personnel, Los Angeles.

L.D. Eidson appointed superintendent, Los Angeles Terminal division, Los Angeles.

Richard D. Shaver, assistant to general manager-safety, Topeka, named assistant superintendent of safety-system, Chicago.

SEABOARD COAST LINE.—**C.F. Kelly,** assistant general manager-transportation, ap-



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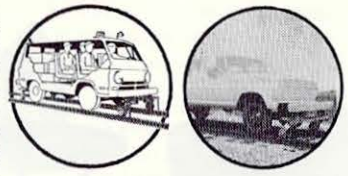

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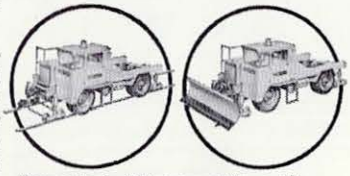

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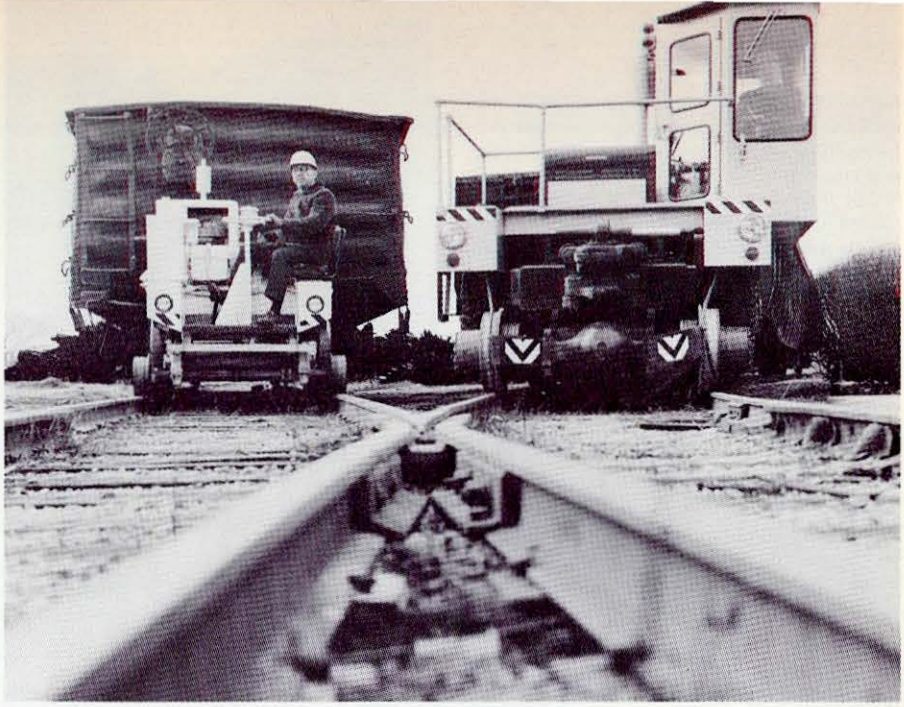
Circle 13 on coupon page 33

Trackmobile: Road/rail versatility



SMALLEST AND LARGEST TRACKMOBILES, the 1 TM (left) with 5,000 pounds drawbar pull, and the 9 TM (right) with a maximum tractive effort of 31,000 pounds.

Trackmobile, the versatile bantamweight rail car mover equally at home on railway or roadway, comes of age this year. It was just 21 years ago that the first of these bi-modal vehicles was sold by Whiting Corp. to the Chicago Eastern Illinois for shuttling cars in its Danville, Ill. shops.

Today, Trackmobiles can be found performing car-moving chores in the far corners of the world. They might be seen, for example, in Sao Paulo, Brazil, shunting carloads of supplies on the subway system there. Others can be found in Canada or Chile powering strings of ore cars from mine to processing plant, sometimes covering distances up to 400 miles.

● **In Europe, too.** Just about every country in Europe has a Trackmobile operating somewhere in it. For example, Barcelona, Spain has three Trackmobiles; the cement works in Kirchoff, Austria, has one; the French Army Railways ordered 30 of the vehicles recently. It is in the U.S., Canada and Mexico, however, that the greatest number of the over 3,400 Trackmobiles in service will be found. Virtually every state and province in these countries, from Alaska to Florida and from Newfoundland to Baja California, has a Trackmobile. Railroads make extensive use of the vehicles. Industrial plants depend heavily on Trackmobiles, or vehicles similar to them, for in-plant movements of carloads of materials and products. Manufacturers and processors of everything from automobiles to weldments are Trackmobile customers. At least three Federal prisons have one.

Trackmobile has two sets of wheels—one set flanged steel for operation on rails and the other rubber-tired for roadways. That makes it unusual. The vehicle is capable of moving heavily-laden rail cars several times its own weight because of its built-in weight transfer system. A Whiting-developed hydraulic jacking coupler gives the vehicle its extraordinary towing capabilities. The Trackmobile actually "borrows" weight from the car it must move by raising the car end slightly and transferring this weight to itself. All this results in the achievement of greater tractive effort.

This same basic principle of weight transfer applies to the full line of Trackmobile models just as it did back in 1952 when the first Trackmobile, with 3,000-lb drawbar pull, went into service.

● **Many models.** Today's Trackmobile comes in ten different models. They are available, according to Marshall V. Hartelius, Whiting's product manager for Trackmobile, with "the kind of flexibility that permits response to the needs of the customer." Models range in size from the 1 TM, with 5,000 pounds of drawbar pull, up to the 9 TM, which has a tractive effort up to 31,000 pounds (at both couplers).

The list of optional equipment is long. Here are a few of the things Whiting people say can be done:

—Equip a vehicle with a crane and outriggers.

—Provide gasoline-powered or diesel-powered engines with several models.

—Fit them with the type of coupler standard in the country where the vehicle will operate.

—Customize the flanged-wheel arrangement for operation on 36-inch up to wide-gauge track.

—Make personnel carriers out of them for operation in remote areas.

—Fit them with periscopes so that operators can peer into high-side cars being loaded at coke ovens.

—Custom fit them for remote-control operation.

—Fit them with winches for performing such specialized jobs as easing 747 fuelage sections onto rail cars designed for hauling aircraft components.

● **A railroad helper.** Rail car movers such as the Trackmobile have proved to be staunch allies of the railroads. In many instances, they will help justify decisions by industrial firms to locate new plants on rail lines.

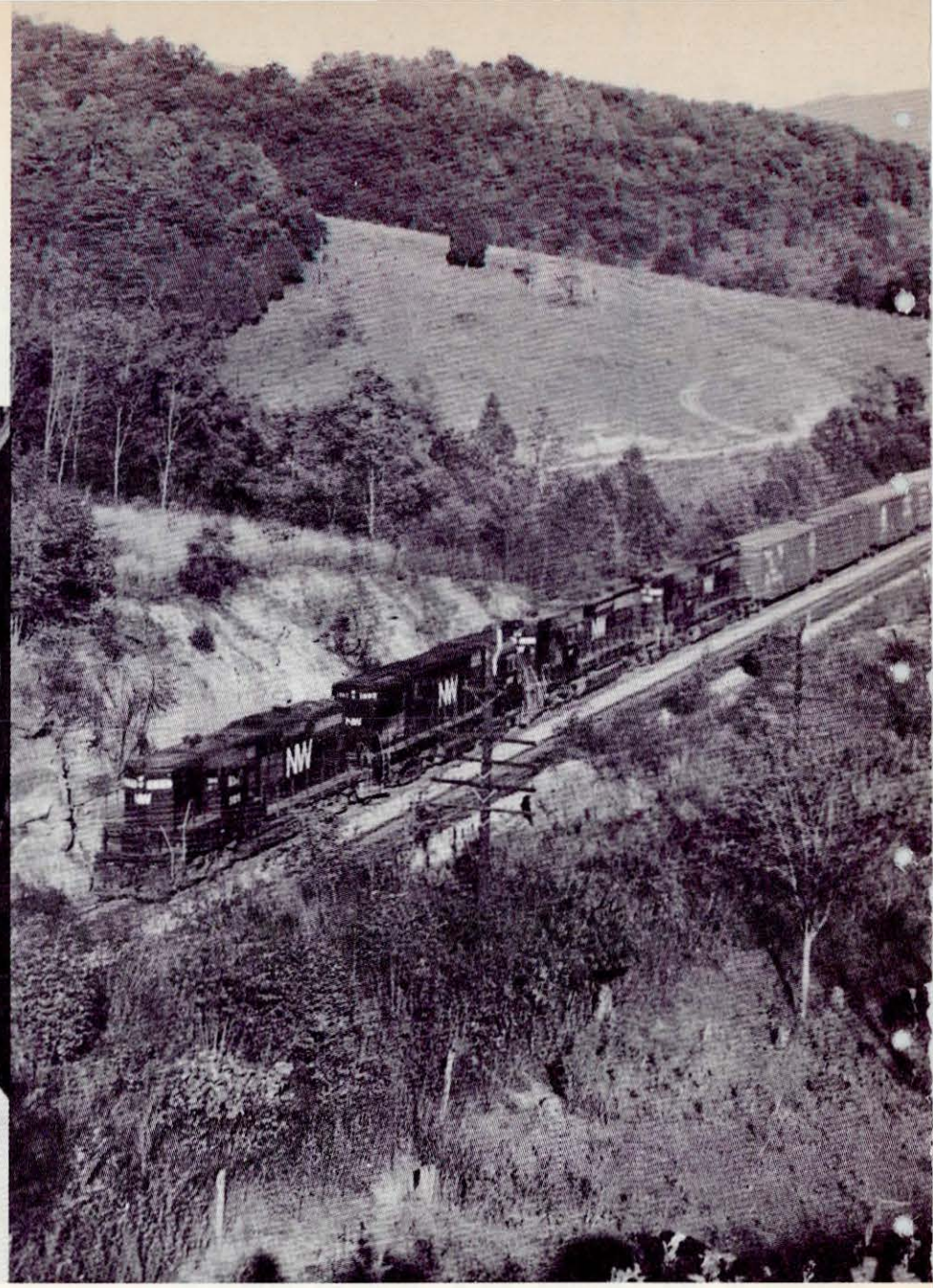
Compared with a switch locomotive, these car movers are relatively low cost. Trackmobile's small 1 TM model costs less than $8,000. The firm's most popular model, the 5 TM, which has a maximum of 13,000 pounds of tractive effort, costs close to $26,000. The large 9 TM is priced at just over $44,000, still far below the cost of a used switch engine. Whiting officers say that if an industrial plant has requirements for moving only one car a day, a vehicle like 1 TM will pay for itself.

Another thing that adds to the railcar mover's popularity with shippers is its convenience. Rather than wait for a rail switch crew to become available for an in-plant car movement, the shipper can call upon his car mover to perform the task. Fitted with two sets of wheels, the Trackmobile can go directly to the site of the move without following the railroad tracks. Productivity often gets a big boost because of the availability of the car mover for switching purposes at the most advantageous times.

Whiting's Trackmobile is produced in the U.S. at the firm's main plant in Harvey, Ill. Another plant, producing the 4 TM model only, is in Holland. A new licensee is about to begin assembly of Trackmobiles (using parts supplied by the Harvey plant) in Sidney, Australia.

● **A tough machine.** Although they are, for the most part, called upon to perform heavyweight chores, the Trackmobile has remarkable stamina. Most of the vehicles sold in the early '50s are still in service. The very first Trackmobile, 21 years old this year, is reported to be still carrying out assignments somewhere on the MoPac. ■

NW's TRAIN PERFORMANCE STORY since mid-1970 has been one of noticeable improvement, 1970 into '71 and '71 into '72. October and November figures for '71 were somewhat higher than normal because of strikes which caused a considerable drop in traffic density; the December 1972 showing was hurt by bad weather conditions in NW's western and northern regions. And the system goal for 1973: An average of 85% ontime train performance. Below: NW's vice president-operations, Richard F. Dunlap, examines performance reports.



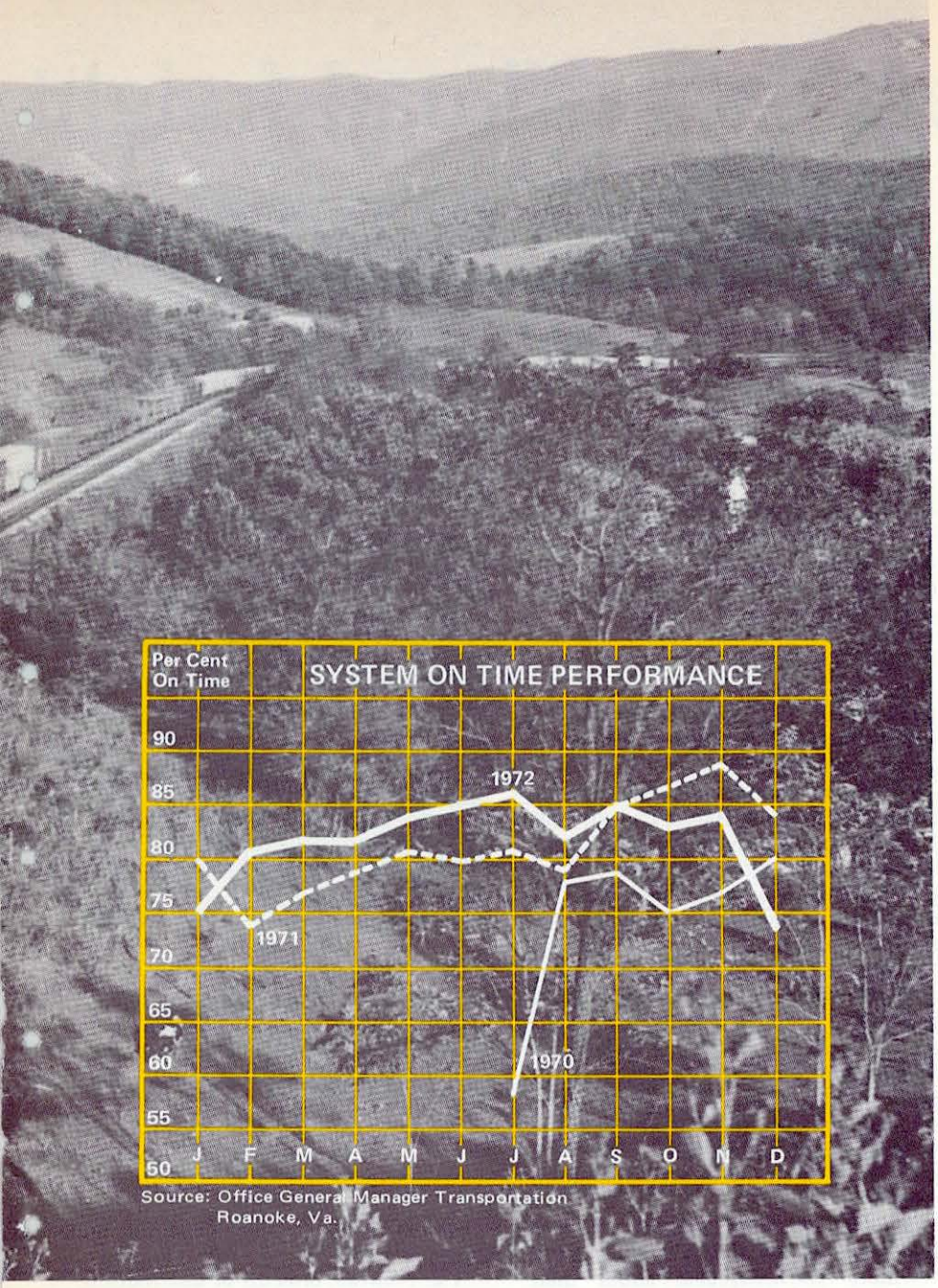
Norfolk & Western strives for better on-time performance

If you've heard it once, you've heard it a thousand times: What the customer wants is reliability.

Just about every road has gotten the message—and found, rather quickly, that service-reliability demands change all up and down the line. Consider the experience of one road—Norfolk & Western—in terms of what's been done and what's resulted.

NW really got on the reliability kick about six years ago, with establishment of a System Operations Center at Roanoke. SOC's first assignment dealt with motive-power (1,554 units) control and distribution. But it rather soon got into system-wide control of train make-up and dispatch. Results—in terms of its ontime performance and equipment utilization—have been impressive.

SOC, however, was only one element in NW's drive to improve total operations. As Vice President-Operations



Source: Office General Manager Transportation Roanoke, Va.

Richard F. Dunlap points out, NW was also putting a lot of other ingredients into the mix. Among them:

—In order to keep SOC in close touch with field supervision, NW invested in communications expansion and improvement. It also extended Traffic Control installations, on mainlines and important secondary lines.

—New emphasis was placed on motive-power maintenance to reduce in-service power failures.

—To improve its merchandise service, NW began running shorter trains and making doubly sure these trains were adequately powered. Average cars per train went down from 91.4 in 1970 to 82.5 in 1972.

—NW began getting, and kept on getting, a better integration of supervision from Nickel Plate and Wabash. And the road's improved operations guidelines have helped develop what Dick Dunlap calls a satisfactory system-operations MO.

—Many more runthrough schedules were added to operations. Obviously, this had its effect in improving movement of through cars. But it also relieved intermediate terminals—points such as Roanoke; Portsmouth, Ohio; Bellevue, Ohio; and Decatur, Ill.—of substantial amounts of work and thus resulted also in improvement of the handling of local traffic.

—Substantial terminal improvements were undertaken, at Roanoke, Bellevue, Detroit (including the Detroit-Windsor float operation) St. Louis, Kansas City and Chicago. In this context, NW called in a consultant to do a terminal study on a joint (with Erie Lackawanna) yard at Buffalo and later assigned NW management teams to study other terminals. Studies of operations have now been completed at Detroit and Decatur and they'll be started next at Bellevue, with St. Louis, Chicago, Portsmouth, Cleveland, Roanoke, Norfolk and Kansas City farther down the line. In these studies, the aim is two-fold: (1) To improve service, and (2) to reduce yard operating costs.

—NW has made sure that freight car and locomotive repair facilities are kept modern. So far as carbuilding is concerned, NW is willing to stack up its Roanoke facility against any in the industry. But it has also done a keep-it-modern job at shops at Decatur, Portsmouth, Norfolk, Princeton, W. Va., and Brewster, Ohio. Major locomotive overhaul work is done at Roanoke, with secondary repairs done at shops at Decatur and Brewster.

—Shop performance systems are being developed to minimize in-shop time and speed release of equipment through improved scheduling. Like many roads, NW has also turned to use of mobile repair vehicles to facilitate repair of cars under load in trains and cut down on movement of loads to and from repair tracks.

As Dunlap notes, however, the customer's real interest isn't so much in train performance as in individual-car performance—which is one reason why NW has been improving its intra-terminal reporting systems and why the road in 1969 set up (also at Roanoke) a system car utilization and distribution center. NW's computer/communications network is also in a state of constant improvement, to give both SOC and the utilization and distribution center more appropriate and purer data to work with. One indication of what's happening: The percentage of cars making proper connections at major terminals rose from 78.5 in 1971 to 86.6 last year.

The figures show that NW's merchandise trains are performing better and showing consistent improvement. Three years ago, NW was getting 54.43 average car-miles per (merchandise) car-day. Average daily mileage actually dipped slightly in 1970, but it jumped to 58.40 in 1971 and climbed to 61.65 in 1972. Over the same period, NW has been improving its car-hire situation by cutting average-days-online for foreign cars from 7.73 in 1969 to a bit less than 6.50 days in 1972.

Other roads may be able to claim better statistics or greater rates of improvement in performance. But, NW is more interested in and conscious of what it's able to do than in comparisons with other roads. In any event, NW's improvement record is not bad at all—it's really quite impressive—for a road some people still think of as primarily a coal-hauler. And if you listen to NW President John P. Fishwick and VPO Dick Dunlap, you believe that there's a lot more improvement ahead. ■

How shippers rate railroad freight

"The good-time, cigar-passing freight salesman is gone," observes E.B. Kelsey, traffic manager-rail services for the Container Corp. of America, Carol Steam, Ill. And how about the "new breed" that has replaced the good-time Charlies?

Says Kelsey, one of 86 shippers participating in Railway Age's February Traffic Poll: "The new breed, while somewhat more professional in his approach and more knowledgeable about his company, is too often ignorant about the needs and operations of a multi-plant nationwide corporation. He is usually incapable of handling this type of account. His knowledge of what traffic he is handling is usually limited. His request to obtain adversely routed traffic is seldom presented with any reason as to why a change should be made other than he 'would like to have it.'

"The 'ordinary territory man,' " concludes Kelsey, "should not be assigned to major accounts. We believe that specialists who have devoted time to learning an account or industry would be of benefit to both our companies."

Kelsey's view that today's salesman is a step or two above his predecessor, but still has many steps to go to the top of the ladder, reflects that of many shippers responding to the February Traffic Poll.

Forty-four shippers saw some improvement in the quality of railroad freight selling in the last five years. Sixteen reported only deterioration. Twenty-six saw no change.

In terms of total effectiveness, the shippers ranked railroad salesmen about even with those of motor carriers. Airline freight salesmen came in third and waterway solicitors fourth.

One rather surprising result of the February poll was produced by the question, "Do railroad salesmen calling on you tend to go after the traffic of other modes, or merely that of other railroads?" Only five said that railroad salesmen were gunning mainly for the traffic of competing modes. Forty-seven said they tended to sell against each other. Thirty-four said the railroad solicitors were going after the business of other modes as well as other rail carriers.

● **"Better, but—."** Like D.J. Russell, director of transportation for the Minneapolis Grain Exchange, most shippers who reported improvement in railroad selling found today's salesman to be "more knowledgeable regarding the needs of their customers." Also like Russell, most of these appended some "buts." Said Russell: "There's still a lot of room for improvement in some lines in cooperation between marketing and operations."

A sampling of other comments:

R.E. Alexander, vice president, Pillsbury Co., Minneapolis: "Salesmen are becoming better informed regarding equipment supply and rate policies" but "they seldom have a tangible idea to sell during a call." Alexander adds: "Railroad salesmen do not have knowledge of our problems, but more importantly they do not have knowledge of opportunities. It is often the shippers' fault for not conveying problems; but railroad salesmen should be much more aggressive in ferreting out opportunities and initiating innovative solutions."

J.J. D'Arcy, general traffic manager, Congoleum Industries, Kearny, N.J.: "Sales calls have become more professional and businesslike; but there is still an inability to look at the overall picture nationally."

Miles F. Tamisiea, general traffic manager, Theodore Hamm Co., St. Paul, Minn.: "Salesmen have a better understanding of their own product. They now know where their tracks run. But they don't seem to know or care what traffic they have lost."

● **Good listeners aren't good enough.** J.L. Bergen, traffic manager, Uncle Ben's Inc., Houston: "Today's salesmen are more open-minded on any proposal advanced by shippers—they have a more positive attitude. . .They are good listeners but can offer no assistance on securing adequate empty cars. So more shipments tend to move by motor carrier."

L.C. Philips, traffic manager, Riviana Foods Inc., Houston: "Salesmen tend to be more knowledgeable about their companies' services as well as our company's products. They are also beginning to ask what they can do for us rather than what we can give them." The problem, says Philips, is that "we don't see many of them very often. They usually have so much paperwork they don't have time to make calls."

R.J. Breitinger, director of traffic and transportation, Westinghouse Electric, Pittsburgh: "Salesmen have a better knowledge of pricing and schedules. But they still concentrate on shippers of large numbers of cars rather than high profit merchandise freight. That is why average revenue statistics keep going down despite the never-ending general increases."

● **"Review the file."** D.C. Warrington, manager-traffic, Amoco Oil Co., Chicago: "Some carriers' salesmen are becoming more cost-minded and can discuss new rate concepts as well as service problems. This helps reduce our distribution costs when the salesman takes our problems to his management. Carriers should maintain complete files of all correspondence received by shippers in their sales offices. The salesman should review the file prior to making his call, so that he will be aware of recent activities. By the same token, shippers should be sure to provide sales personnel with copies of letters addressed to any department of the carrier's company."

P.J. Sullivan, director of distribution, Gerber Products Co., Fremont, Mich.: "There is more aggressive selling, supported by better knowledge of the business being received; this understanding is the result of comprehensive computer reports." But "railroads generally have reduced office staffs to the point that customer service is delayed. This is particularly applicable to quotations on rates."

Harry W. Deck, director of transportation, Armstrong Cork Co., Lancaster, Pa.: "Salesmen absolutely know more about their own companies' operations. But they are weak in knowing what their connections can do, and I have seen unwillingness on their part to obtain this information when requested."

● **One-person responsibility.** Larry W. Smith, manager-traffic, the Upjohn Co., Kalamazoo, Mich.: "There is today better communication and cooperation between the sales and operating departments. However, it still is difficult to

FEBRUARY TRAFFIC POLL

1. **In the last five years, has the quality of railroad freight-selling, in your personal experience:**

Improved?	44
Deteriorated?	16
Remained the same?	26

2. **Do railroad salesmen calling on you tend to go after the traffic of other modes, or merely that of other rail roads?**

Other modes	5
Other railroads	47
Both	34

3. **Please rate, one through four, salesmen for the following modes in terms of total performance:**

	(1)	(2)	(3)	(4)	Total Points*
Railroad	23	30	21	5	229
Highway	25	24	15	13	215
Water	10	12	16	21	129
Air	20	11	19	16	167

*Based on four points for each first-place mention, three for second, two for third, one for fourth. Note: All respondents did not reply to all questions.

One shipper says: "Salesmen can't do it alone"

A.E. Leitherer
Vice President-Traffic, Allied Mills

A.E. Leitherer, vice president-traffic of Allied Mills, Inc., Chicago, asked four members of his staff "who are in contact with salesmen of transportation services of the several modes" to comment on Railway Age's questionnaire on railroad freight-sales effectiveness. Two said the quality of railroad freight selling had deteriorated; the other two saw no change. All agreed that salesmen need better training and stronger support from the top.

A.N. Wake, manager of rates and traffic, checked the "deteriorated" column, but added: "To say that railroad freight selling has deteriorated should not be a reflection on the individuals who are trying to still cover the territory and give the necessary service their customers require. The territories have been enlarged to the point where a railroad salesman does not have the opportunity to visit or spend time with his customers. About the only contacts which are made are on an emergency basis where a customer must contact him on a service problem or for assistance in the acquiring of much-needed rolling stock which is in very short supply. It is most difficult for an individual to sell his product, when after he has made promises to you of a service that is most urgently needed, and through no fault of his, the carrier does not follow through on his promises. The problems of salesman performance have their roots implanted far short of the sales representative."

A.T. Walters, assistant general traffic manager, said he had noted no improvement in selling in recent years: "Most railroad salesmen do not enthusiastically make an effort to know shippers' problems. It is seldom that after making calls, and giving lip service to our problems, that the salesmen will go any further than simply answering the questions raised in the discussion. In many cases salesmen only respond to bare minimum, just enough to get them 'off the hook.'"

R.E. Marsh, traffic manager-special services, rated railroad selling efforts at the bottom of the modal heap. He noted improvement "only in the area of piggyback selling, where it is apparent that time is spent in education and training." But he found the majority of salesmen to be "generalists, unable to analyze and resolve specific problem areas."

M. Dellinger, traffic manager for Allied Mills' eastern division, also found a deterioration in railroad salesmanship: "The railroad freight salesman of today has confined himself to an area of car service, rather than a full service salesman who understands the product involved, rates required to move same and adaptation of new transportation services. In other words the freight salesman is unable to sell the carrier's marketing program."

Leitherer's own comments:

"To take a salesman who has been 'selling his services' in a certain way for many years and attempt to remake him in short order just simply does not seem to work out. This is particularly true when he is exposed to the more modern techniques of selling his services through the objective approach but has not been given all the necessary support tools.

"An illustration is those carriers that have assigned their salesmen to be the contact point with the customer on all matters that might face the customer, whether it be industrial development problems, switching, freight rates, leases or other related matters. This is an interesting approach and could prove quite desirable; however, one main ingredient is necessary and that is providing the proper support for the salesman to enable him to get the job done.

"In handling in this manner he must be in a position to cross the lines into real estate, pricing, marketing, or operations, as the case may be, to get the job done. This approach requires a skilled and well trained individual and could assist the customer as he need only deal with one person rather than a number of them. The same philosophy holds true when the various needs are categorized and the shipper deals with a key person within the several categories. Somewhere these lines must necessarily be crossed, and it is here that the process breaks down unless the support groups are properly coordinated."

have one-person responsibility. To get something done still takes the salesman (numerous salesmen, in some instances due to commodity diversification), a superintendent, general agent, etc. We would like to see one man whom we could go to with our problems and have him get results."

● **Trouble at the top?** The inability of many salesmen to "get results"—from their own top managements or operating officers—is often cited by shippers who feel that salesmanship has deteriorated, or at best has not changed.

Says F.R. Adams, traffic manager, Olinkraft, Inc., West Monroe, La.: "Although it's no fault of the salesman, he does not seem to have the influence with or backing of his management and operating department."

● **Truckers react faster?** Philip T. Catalano, manager traffic and distribution, Steelcase, Inc., Grand Rapids, Mich.: "Most salesmen know our problems, but the messages somehow don't always get to the top for prompt and efficient solutions. The reaction time is extremely slow in the railroad industry, maybe because lines of authority are too long. Too many decisions can only be made at or near the top. This is not always the case with truck lines or other carriers."

Howard P. Gabriel, general traffic manager, Hershey Foods Corp., Hershey, Pa.: "Most salesmen appear to have an interest in your business but little ability to come up with decisions or get action on their ideas. Shippers today do better by going right to the top to get what they need."

Larry W. Good, rail services supervisor, Green Giant Co., La Sueur, Minn.: "Salesmen lack the authority to resolve matters promptly."

John M. McClure, manager traffic and purchasing, Westvaco Corp., New York: "Many of the salesmen are so preoccupied with traffic club or other social activities that they do not have the time or energy to gain knowledge of shippers' problems."

J.D. Mitchell, assistant general traffic and transportation manager, Coca-Cola USA, Atlanta, Ga.: "The attitude persists that just calling regularly on a customer warrants a share of tonnage. The most frequent fault is lack of follow-through to solve service or equipment problems."

Robert J. Garrison, transportation services manager, A.B. Dick Co., Chicago: "Many salesmen have no appreciation or awareness of the manner in which they are communicating to the customer. For example, one called to say, 'I'm making my year end report. Can you tell me how many cars you shipped over our line in '72?" ■

People in the News

ASSOCIATION OF AMERICAN RAILROADS.—**James R. Coxey** appointed assistant to the vice president, Research and Test Department. Mr. Coxey joined the AAR in Jan. 1972 as manager of the department's new Environmental Studies Division, a post he will continue to hold.

James I. Collier, Jr., named assistant general counsel, and **Hollis G. Duensing** appointed assistant general solicitor, Washington, D.C. Mr. Collier was formerly assistant general solicitor and Mr. Duensing was assistant general attorney.

BANGOR & AROOSTOOK.—**Frederick B. Lunt**, regional vice president-sales, named vice president-staff, Bangor, Me. **Norman J. Tardif**, assistant regional vice president-sales, appointed vice president-intermodal services, Presque Isle, Me.

BURLINGTON NORTHERN.—**Thomas G. Kotnour** appointed mechanical manager, Chicago Region, to succeed **J.R. Van Nortwick**, retired.

L.J. Gilmore named director of pricing-system grain and grain products, pricing division, marketing department, St. Paul.

Kenneth R. Rue, assistant area sales manager, appointed area sales manager, Winnipeg.

CHESSIE SYSTEM.—**C. Vernon Cowan**, senior vice president, retired Dec. 31, 1972, after 36 years of service.

H. Preston Henshaw, assistant vice president-sales, coal traffic department, Cleveland, will assume responsibility for all coal sales and service offices in various cities. Mr. Henshaw formerly shared direction of the sales and service offices with **Ross Conlin**, appointed assistant vice president for government relations, Washington, D.C. Mr. Conlin will be associated with **Charles R. Van Horn**, executive representative in Washington.

CHESSIE SYSTEM—WESTERN MARYLAND.—Have acted to unify departmental management as a step to coordinated operations. **George Leilich**, WM operating vice president, elected to the new post of vice president and assistant to the president, WM. **Robert L. Hintz**, Chessie System assistant to the president, elected to the additional position of vice president-executive department, WM. Mr. Leilich and Mr. Hintz will work on coordination activities.

Eight Chessie System vice presidents elected vice presidents of WM: **Kenneth T. Reed**, operations; **John T. Ford**, finance; **John P. Ganley**, taxes; **Norman G. Halpern**, personnel and labor relations; **Charles J. Henry, Jr.**, merchandise pricing; **Edward M. Hudgins**, casualty prevention; **Robert C. McGowan**, administration, and **Howard Skidmore**, public relations.

WM vice presidents **W.R. Downey**, in charge of sales, and **N.C. Melvin**, in charge of law, continue in those positions.

CHICAGO & NORTH WESTERN.—**James M. Ronayne**, manager of customer services, appointed general manager-intermodal sales.

Jerald B. Groner, senior analyst-staff services, appointed manager-staff projects.

DELAWARE & HUDSON.—**James F. Fusco** appointed district sales manager, Hoboken, N.J. **John M. Grant**, assistant district sales manager, Chicago, appointed district sales manager, San Francisco, and is succeeded by **Donald G. Bender. Edward O. Milliron** named sales representative, Philadelphia.

William J. Scheffler, Jr., appointed manager of car accounts and statistics, Albany, N.Y., succeeding **John H. Martin**, who retired Jan. 1, after more than 45 years of service. **Leo J. Hayes** appointed assistant manager of revenue accounts. **William C. Cook** named assistant manager of revenue accounts-stations. **Robert W. Kirkendall, Jr.**, appointed assistant manager of disbursement accounts-payrolls.

J.T. Colpoys, manager safety, Albany, N.Y., appointed assistant vice president-service. **G.H. Kleinberger**, appointed general attorney. Abolished position of assistant general attorney, formerly held by Mr. Kleinberger. **A.L. Bell** named supervisor of safety.

DENVER & RIO GRANDE WESTERN.—**J.S. Jarrett**, assistant manager-pricing, Denver, retired Dec. 1, 1972, after 46 years of service.

ERIE LACKAWANNA.—**J.M. Moonshower**, general superintendent, Cleveland, appointed assistant vice president-operations planning there. **R.L. Downing**, general superintendent, Hoboken, has been given additional responsibility for the Scranton division.

Milford M. Adams, secretary-treasurer, Cleveland, appointed assistant vice president-finance and secretary. **H.A. Zilli, Jr.**, assistant secretary-treasurer, named treasurer. **F.W. Hewitt, Jr.**, director of data processing, appointed director-computer services.

Robert H. Younghouse appointed division sales manager, Buffalo, N.Y., succeeding **William E. Bennett**, who retired Jan. 1, after more than 31 years of service. **Thomas E. Duddy**, sales manager-special accounts, Washington, D.C., retired Jan. 1, after over 42 years of service.

Robert J. Hill appointed sales manager-automotive; **Donald L. Reynolds**, district sales manager and **Warren A. La Duke**, district sales representative, all at Detroit.

FLORIDA EAST COAST.—**M.W. Ball**, assistant sales manager-foreign freight, Miami, appointed sales manager-foreign freight, succeeding **J.F. Parker**, who retired Jan. 15. **Alvaro Arango**, district sales manager, Miami, succeeds Mr. Ball.

FRISCO.—**T.M. Mabon, Jr.**, assistant to president, Washington, D.C., named assistant vice president traffic-administration, St. Louis. **H.J. Key**, regional sales manager, New York, succeeds Mr. Mabon. Mr. Key will continue as regional sales manager-Eastern District. **B.F. Mahon**, regional sales manager, St. Louis, appointed assistant to president, Oklahoma City, Okla. Mr. Mahon's successor is **A.J. Morrow**, regional sales manager, Birmingham, Ala. **E.W. Ritter**, district sales manager, Kansas City, Mo., succeeds Mr. Morrow, and in turn is succeeded by **T.J. Toughey**, transferred from Minneapolis. **V.J. Heichert**, sales representative, Minneapolis, replaces Mr. Toughey. **G.B. Donica**, assistant district sales manager, named district sales manager, St. Louis, succeeding **Gus O. Strebeck**, who retired Dec. 31, 1972.

J.M. Butler named assistant secretary, St. Louis.

Frank J. Andrade, Jr., general agent, Mobile, Ala., retired.

S.I. Poertner, personnel officer, appointed director-personnel administration. **F.K. Duren**, personnel officer, appointed director of labor relations, Springfield, Mo. **J.R. Kirby**, statistician, and **J.F. Maddox**, office manager, become assistants to director of labor relations, with headquarters in Springfield.

D.A. Bell and **J.B. Cartwright** appointed engineers track and structures, Springfield.

GENESEE & WYOMING.—**Charles E. Fuller**, assistant vice president-finance and traffic, resigned Jan. 15 to take another position in the industry. **Anthony F. Radesi** appointed senior auditor of receipts, **Kenneth J. Beggs**, auditor of disbursements, and **Gerald E. Johnson**, auditor of freight accounts.

Irvin M. Filler, superintendent of equipment and **Joseph H. Lamey**, assistant to master mechanic, have resigned. **Francis J. Pascuzzo** appointed acting superintendent of equipment. Title of assistant to master mechanic abolished.

GRAND TRUNK WESTERN.—**Howard M. Tischler** appointed general manager of information services, Detroit. He will coordinate all of the GTW's computer and data systems and report directly to the president. Mr. Tischler was formerly manager of project planning and control, management information services department, **Union Pacific**, Omaha, Neb.

JERSEY CENTRAL.—**Michael C. Jacobs** appointed vice president operations, Newark, N.J. Mr. Jacobs has had 30 years of experience in railroad operations.

LOUISVILLE & NASHVILLE.—**H.L. Brooks, Jr.** named director of customer service, to succeed **A.R. Harkleroad**, who retired in December after more than 47 years' service. **E.B. Akers, Jr.** and **W.E. Linton** appointed assistant directors, and **R.W. Phillips**, assistant to the director.

John W. Hartmann, general coal traffic agent, Chicago, appointed assistant coal traffic manager, Louisville. Mr. Hartmann's successor is **George J. Sapikas**, coal traffic agent, Chicago.

MARYLAND & PENNSYLVANIA.—**Herman Lazarus**, vice president, York, Pa., elected president and general manager, succeeding **Carl L. Amrein**, who retired Dec. 31, after more than 48 years of service. **Walter T. Peregoy**, vice president, secretary-treasurer, retired Dec. 31, after more than 49 years of service. **Robert Grossman** elected secretary and **Joseph Marino**, treasurer.

MILWAUKEE.—**Glenn F. Reynolds**, assistant vice president-market development and pricing, elected vice president-market development and pricing. **Philip J. Cullen**, assistant vice president-sales, elected vice president-sales. Mr. Cullen's successor is **Donald M. Wiseman**, general manager of field sales. Four commodity profit centers have been established. Grain and food products center: **Jens C. Jensen** elected assistant vice president. **Ward H. Wait** and **Gary W. Gunder** named directors of pricing, grain and grain products and food products, respectively. **Richard H.**

One shipper says: "Salesmen can't do it alone"

A.E. Leitherer
Vice President-Traffic, Allied Mills

A.E. Leitherer, vice president-traffic of Allied Mills, Inc., Chicago, asked four members of his staff "who are in contact with salesmen of transportation services of the several modes" to comment on Railway Age's questionnaire on railroad freight-sales effectiveness. Two said the quality of railroad freight selling had deteriorated; the other two saw no change. All agreed that salesmen need better training and stronger support from the top.

A.N. Wake, manager of rates and traffic, checked the "deteriorated" column, but added: "To say that railroad freight selling has deteriorated should not be a reflection on the individuals who are trying to still cover the territory and give the necessary service their customers require. The territories have been enlarged to the point where a railroad salesman does not have the opportunity to visit or spend time with his customers. About the only contacts which are made are on an emergency basis where a customer must contact him on a service problem or for assistance in the acquiring of much-needed rolling stock which is in very short supply. It is most difficult for an individual to sell his product, when after he has made promises to you of a service that is most urgently needed, and through no fault of his, the carrier does not follow through on his promises. The problems of salesman performance have their roots implanted far short of the sales representative."

A.T. Walters, assistant general traffic manager, said he had noted no improvement in selling in recent years: "Most railroad salesmen do not enthusiastically make an effort to know shippers' problems. It is seldom that after making calls, and giving lip service to our problems, that the salesmen will go any further than simply answering the questions raised in the discussion. In many cases salesmen only respond to bare minimum, just enough to get them 'off the hook.'"

R.E. Marsh, traffic manager-special services, rated railroad selling efforts at the bottom of the modal heap. He noted improvement "only in the area of piggyback selling, where it is apparent that time is spent in education and training." But he found the majority of salesmen to be "generalists, unable to analyze and resolve specific problem areas."

M. Dellinger, traffic manager for Allied Mills' eastern division, also found a deterioration in railroad salesmanship: "The railroad freight salesman of today has confined himself to an area of car service, rather than a full service salesman who understands the product involved, rates required to move same and adaptation of new transportation services. In other words the freight salesman is unable to sell the carrier's marketing program."

Leitherer's own comments:

"To take a salesman who has been 'selling his services' in a certain way for many years and attempt to remake him in short order just simply does not seem to work out. This is particularly true when he is exposed to the more modern techniques of selling his services through the objective approach but has not been given all the necessary support tools.

"An illustration is those carriers that have assigned their salesmen to be the contact point with the customer on all matters that might face the customer, whether it be industrial development problems, switching, freight rates, leases or other related matters. This is an interesting approach and could prove quite desirable; however, one main ingredient is necessary and that is providing the proper support for the salesman to enable him to get the job done.

"In handling in this manner he must be in a position to cross the lines into real estate, pricing, marketing, or operations, as the case may be, to get the job done. This approach requires a skilled and well trained individual and could assist the customer as he need only deal with one person rather than a number of them. The same philosophy holds true when the various needs are categorized and the shipper deals with a key person within the several categories. Somewhere these lines must necessarily be crossed, and it is here that the process breaks down unless the support groups are properly coordinated."

have one-person responsibility. To get something done still takes the salesman (numerous salesmen, in some instances due to commodity diversification), a superintendent, general agent, etc. We would like to see one man whom we could go to with our problems and have him get results."

● **Trouble at the top?** The inability of many salesmen to "get results"—from their own top managements or operating officers—is often cited by shippers who feel that salesmanship has deteriorated, or at best has not changed.

Says F.R. Adams, traffic manager, Olinkraft, Inc., West Monroe, La.: "Although it's no fault of the salesman, he does not seem to have the influence with or backing of his management and operating department."

● **Truckers react faster?** Philip T. Catalano, manager traffic and distribution, Steelcase, Inc., Grand Rapids, Mich.: "Most salesmen know our problems, but the messages somehow don't always get to the top for prompt and efficient solutions. The reaction time is extremely slow in the railroad industry, maybe because lines of authority are too long. Too many decisions can only be made at or near the top. This is not always the case with truck lines or other carriers."

Howard P. Gabriel, general traffic manager, Hershey Foods Corp., Hershey, Pa.: "Most salesmen appear to have an interest in your business but little ability to come up with decisions or get action on their ideas. Shippers today do better by going right to the top to get what they need."

Larry W. Good, rail services supervisor, Green Giant Co., La Sueur, Minn.: "Salesmen lack the authority to resolve matters promptly."

John M. McClure, manager traffic and purchasing, Westvaco Corp., New York: "Many of the salesmen are so preoccupied with traffic club or other social activities that they do not have the time or energy to gain knowledge of shippers' problems."

J.D. Mitchell, assistant general traffic and transportation manager, Coca-Cola USA, Atlanta, Ga.: "The attitude persists that just calling regularly on a customer warrants a share of tonnage. The most frequent fault is lack of follow-through to solve service or equipment problems."

Robert J. Garrison, transportation services manager, A.B. Dick Co., Chicago: "Many salesmen have no appreciation or awareness of the manner in which they are communicating to the customer. For example, one called to say, 'I'm making my year end report. Can you tell me how many cars you shipped over our line in '72?" ■

People in the News

ASSOCIATION OF AMERICAN RAILROADS.—**James R. Coxey** appointed assistant to the vice president, Research and Test Department. Mr. Coxey joined the AAR in Jan. 1972 as manager of the department's new Environmental Studies Division, a post he will continue to hold.

James I. Collier, Jr., named assistant general counsel, and **Hollis G. Duensing** appointed assistant general solicitor, Washington, D.C. Mr. Collier was formerly assistant general solicitor and Mr. Duensing was assistant general attorney.

BANGOR & AROOSTOOK.—**Frederick B. Lunt,** regional vice president-sales, named vice president-staff, Bangor, Me. **Norman J. Tardif,** assistant regional vice president-sales, appointed vice president-intermodal services, Presque Isle, Me.

BURLINGTON NORTHERN.—**Thomas G. Kotnour** appointed mechanical manager, Chicago Region, to succeed **J.R. Van Nortwick,** retired.

L.J. Gilmore named director of pricing-system grain and grain products, pricing division, marketing department, St. Paul.

Kenneth R. Rue, assistant area sales manager, appointed area sales manager, Winnipeg.

CHESSIE SYSTEM.—**C. Vernon Cowan,** senior vice president, retired Dec. 31, 1972, after 36 years of service.

H. Preston Henshaw, assistant vice president-sales, coal traffic department, Cleveland, will assume responsibility for all coal sales and service offices in various cities. Mr. Henshaw formerly shared direction of the sales and service offices with **Ross Conlin,** appointed assistant vice president for government relations, Washington, D.C. Mr. Conlin will be associated with **Charles R. Van Horn,** executive representative in Washington.

CHESSIE SYSTEM—WESTERN MARYLAND.—Have acted to unify departmental management as a step to coordinated operations. **George Leilich,** WM operating vice president, elected to the new post of vice president and assistant to the president, WM. **Robert L. Hintz,** Chessie System assistant to the president, elected to the additional position of vice president-executive department, WM. Mr. Leilich and Mr. Hintz will work on coordination activities.

Eight Chessie System vice presidents elected vice presidents of WM: **Kenneth T. Reed,** operations; **John T. Ford,** finance; **John P. Ganley,** taxes; **Norman G. Halpern,** personnel and labor relations; **Charles J. Henry, Jr.,** merchandise pricing; **Edward M. Hudgins,** casualty prevention; **Robert C. McGowan,** administration, and **Howard Skidmore,** public relations.

WM vice presidents **W.R. Downey,** in charge of sales, and **N.C. Melvin,** in charge of law, continue in those positions.

CHICAGO & NORTH WESTERN.—**James M. Ronayne,** manager of customer services, appointed general manager-intermodal sales.

Jerald B. Groner, senior analyst-staff services, appointed manager-staff projects.

DELAWARE & HUDSON.—**James F. Fusco** appointed district sales manager, Hoboken, N.J. **John M. Grant,** assistant district sales manager, Chicago, appointed district sales manager, San Francisco, and is succeeded by **Donald G. Bender. Edward O. Milliron** named sales representative, Philadelphia.

William J. Scheffler, Jr., appointed manager of car accounts and statistics, Albany, N.Y., succeeding **John H. Martin,** who retired Jan. 1, after more than 45 years of service. **Leo J. Hayes** appointed assistant manager of revenue accounts. **William C. Cook** named assistant manager of revenue accounts-stations. **Robert W. Kirkendall, Jr.,** appointed assistant manager of disbursement accounts-payrolls.

J.T. Colpoys, manager safety, Albany, N.Y., appointed assistant vice president-service. **G.H. Kleinberger,** appointed general attorney. Abolished position of assistant general attorney, formerly held by Mr. Kleinberger. **A.L. Bell** named supervisor of safety.

DENVER & RIO GRANDE WESTERN.—**J.S. Jarrett,** assistant manager-pricing, Denver, retired Dec. 1, 1972, after 46 years of service.

ERIE LACKAWANNA.—**J.M. Moonshower,** general superintendent, Cleveland, appointed assistant vice president-operations planning there. **R.L. Downing,** general superintendent, Hoboken, has been given additional responsibility for the Scranton division.

Milford M. Adams, secretary-treasurer, Cleveland, appointed assistant vice president-finance and secretary. **H.A. Zilli, Jr.,** assistant secretary-treasurer, named treasurer. **F.W. Hewitt, Jr.,** director of data processing, appointed director-computer services.

Robert H. Younghouse appointed division sales manager, Buffalo, N.Y., succeeding **William E. Bennett,** who retired Jan. 1, after more than 31 years of service. **Thomas E. Duddy,** sales manager-special accounts, Washington, D.C., retired Jan. 1, after over 42 years of service.

Robert J. Hill appointed sales manager-automotive; **Donald L. Reynolds,** district sales manager and **Warren A. La Duke,** district sales representative, all at Detroit.

FLORIDA EAST COAST.—**M.W. Ball,** assistant sales manager-foreign freight, Miami, appointed sales manager-foreign freight, succeeding **J.F. Parker,** who retired Jan. 15. **Alvaro Arango,** district sales manager, Miami, succeeds Mr. Ball.

FRISCO.—**T.M. Mabon, Jr.,** assistant to president, Washington, D.C., named assistant vice president traffic-administration, St. Louis. **H.J. Key,** regional sales manager, New York, succeeds Mr. Mabon. Mr. Key will continue as regional sales manager-Eastern District. **B.F. Mahon,** regional sales manager, St. Louis, appointed assistant to president, Oklahoma City, Okla. Mr. Mahon's successor is **A.J. Morrow,** regional sales manager, Birmingham, Ala. **E.W. Ritter,** district sales manager, Kansas City, Mo., succeeds Mr. Morrow, and in turn is succeeded by **T.J. Toughey,** transferred from Minneapolis. **V.J. Heichert,** sales representative, Minneapolis, replaces Mr. Toughey. **G.B. Donica,** assistant district sales manager, named district sales manager, St. Louis, succeeding **Gus O. Strebeck,** who retired Dec. 31, 1972.

J.M. Butler named assistant secretary, St. Louis.

Frank J. Andrade, Jr., general agent, Mobile, Ala., retired.

S.I. Poertner, personnel officer, appointed director-personnel administration. **F.K. Duren,** personnel officer, appointed director of labor relations, Springfield, Mo. **J.R. Kirby,** statistician, and **J.F. Maddox,** office manager, become assistants to director of labor relations, with headquarters in Springfield.

D.A. Bell and **J.B. Cartwright** appointed engineers track and structures, Springfield.

GENESEE & WYOMING.—**Charles E. Fuller,** assistant vice president-finance and traffic, resigned Jan. 15 to take another position in the industry. **Anthony F. Radesi** appointed senior auditor of receipts, **Kenneth J. Beggs,** auditor of disbursements, and **Gerald E. Johnson,** auditor of freight accounts.

Irvin M. Filler, superintendent of equipment and **Joseph H. Lamey,** assistant to master mechanic, have resigned. **Francis J. Pascuzzo** appointed acting superintendent of equipment. Title of assistant to master mechanic abolished.

GRAND TRUNK WESTERN.—**Howard M. Tischler** appointed general manager of information services, Detroit. He will coordinate all of the GTW's computer and data systems and report directly to the president. Mr. Tischler was formerly manager of project planning and control, management information services department, **Union Pacific,** Omaha, Neb.

JERSEY CENTRAL.—**Michael C. Jacobs** appointed vice president operations, Newark, N.J. Mr. Jacobs has had 30 years of experience in railroad operations.

LOUISVILLE & NASHVILLE.—**H.L. Brooks, Jr.** named director of customer service, to succeed **A.R. Harkleroad,** who retired in December after more than 47 years' service. **E.B. Akers, Jr.** and **W.E. Linton** appointed assistant directors, and **R.W. Phillips,** assistant to the director.

John W. Hartmann, general coal traffic agent, Chicago, appointed assistant coal traffic manager, Louisville. Mr. Hartmann's successor is **George J. Sapikas,** coal traffic agent, Chicago.

MARYLAND & PENNSYLVANIA.—**Herman Lazarus,** vice president, York, Pa., elected president and general manager, succeeding **Carl L. Amrein,** who retired Dec. 31, after more than 48 years of service. **Walter T. Peregoy,** vice president, secretary-treasurer, retired Dec. 31, after more than 49 years of service. **Robert Grossman** elected secretary and **Joseph Marino,** treasurer.

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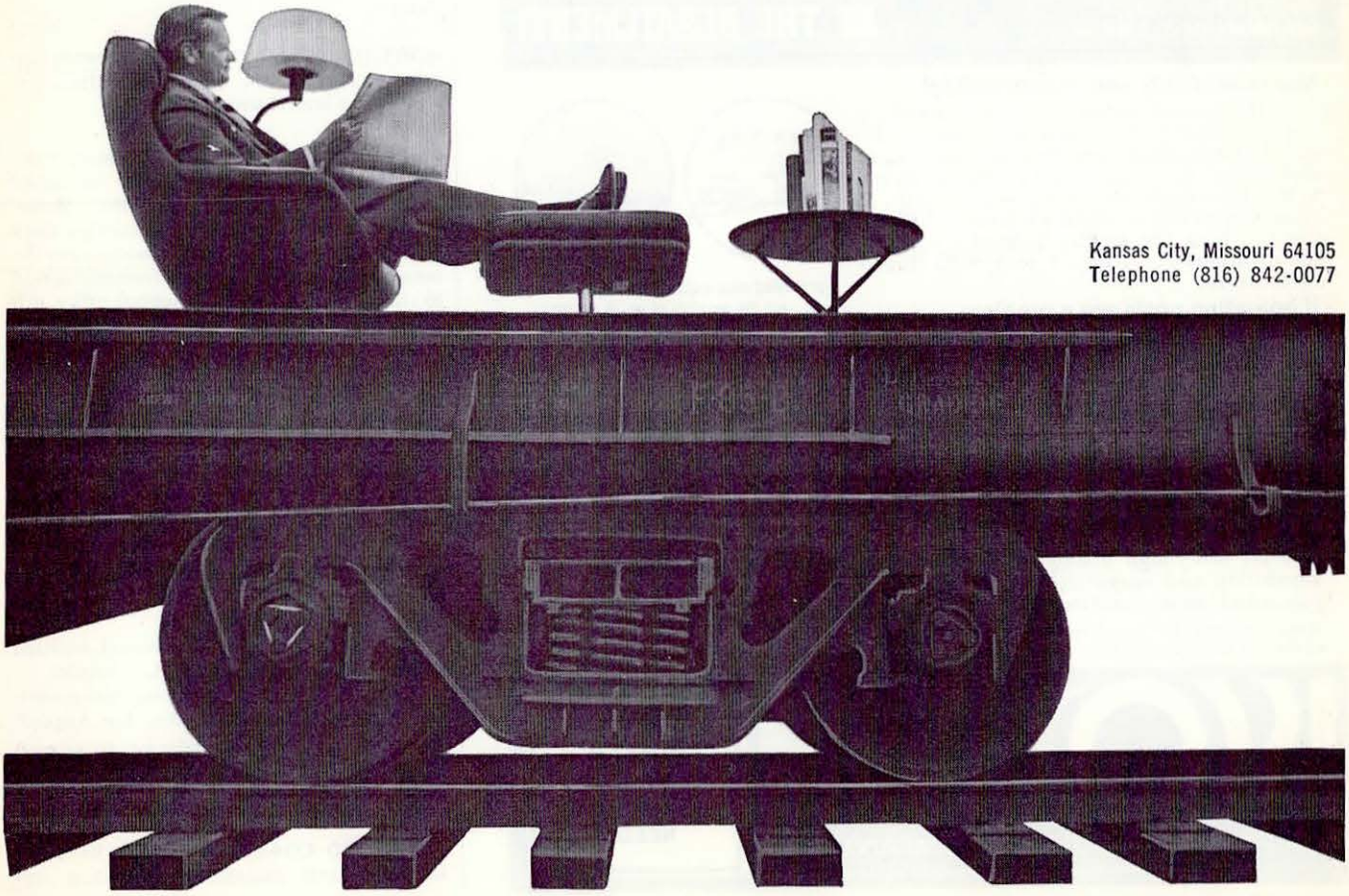

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Burn named director of marketing research, and **Howard A. Springer,** director of customer relations. Lumber and paper products center: **Peter C. White** elected assistant vice president. **Robert J. Stephenson** appointed director of pricing; **Gerald U. Fisher,** director of marketing research; **E. Stuart Rogers,** director of customer relations. Chemicals, fuels and metal products center: **Martin Garelick** elected assistant vice president. **William P. Mullen** appointed director of pricing; **Richard J. Hodor,** director of marketing research; **Paul A. Larson,** director of customer relations. Automotive, manufactured and miscellaneous products center: **Robert E. Bennett** elected assistant vice president. **Robert T. Fleming** named director of pricing; **Edward A. Welu,** director of marketing research; **John M. Fortman,** director of customer relations. **Gary M. Schroepfer** named director of economics and cost analysis; **Gene B. Beckman,** director of pricing services, and **Clark E. Jones,** general manager of marketing and pricing. All above personnel will make their headquarters in Chicago except for Mr. Jones, who will have headquarters in Seattle.

On Jan. 1 the Milwaukee discontinued the management services department and the function involving data systems and operations, as well as cost research activities were placed under the jurisdiction of a new corporate planning department. **Gaylord A. Kellow,** vice president-management services, elected vice president-corporate planning.

MILWAUKEE MOTOR TRANSPORTATION CO.—**P. Laurin Cowling** elected president. Mr. Cowling will continue to serve as executive assistant in the office of president, **Milwaukee Road. MMTC** is a wholly owned subsidiary of the railroad.

NORFOLK & WESTERN.—**John M. Goldsmith, Jr.,** named coordinator of administrative planning, and **Perry J. Gilmer,** assistant coordinator, Roanoke. Mr. Goldsmith was assistant manager of commercial development, specializing in oil and gas leasing. Mr. Gilmer was internal auditor.

G.W. Woods appointed division engineer-construction and maintenance, Chicago Terminal, Chicago.

James E. Morrison, Jr., assistant general manager transportation-terminal Roanoke, named assistant general manager, Chicago Terminal.

William E. Ruby, assistant general manager, Lake Region, Cleveland, appointed assistant general manager of operations planning, Roanoke, **C.V. Holton,** general manager, operations planning department, succeeds Mr. Ruby at Cleveland.

James T. Quarles, assistant superintendent, Scioto Division, Portsmouth, named assistant manager, operations planning staff, Roanoke. **Terry M. Gilmore** and **Thomas B. Chase** named assistants to the manager at Kansas City and Roanoke, respectively.

Albert L. McCune has been transferred to Akron, Ohio, as manager, **Akron, Canton & Youngstown** and will continue as assistant superintendent of the N&W's Pittsburgh Division. **Don N. Zureich,** trainmaster, Pittsburgh Division, Brewster, Ohio, appointed assistant superintendent, **Toledo Terminal Railroad,** succeeding **Merl E. Kloth,** transferred to Brewster as assistant superintendent, N&W's Pittsburgh Division. **James G. Smith,** assistant trainmaster, Bellevue, Ohio, succeeds Mr. Zureich.

NORTHERN ALBERTA.—**D.N. Tinston** appointed comptroller, Edmonton, Alta., succeeding the late **Thomas Waite.**

PENN CENTRAL.—**William E. Baird,** manager-public relations Pittsburgh, appointed assistant director-public relations, Metropolitan Region, New York, succeeding **Cecil G. Muldoon,** transferred to Philadelphia in the same capacity. The territory formerly served by the Pittsburgh public relations office will henceforth be served directly from Philadelphia.

RICHMOND, FREDERICKSBURG & POTOMAC.—**Rupert H. Rose,** manager freight sales, appointed general manager freight sales, Richmond.

Eugene A. Byrd, assistant to treasurer, elected assistant treasurer, Richmond.

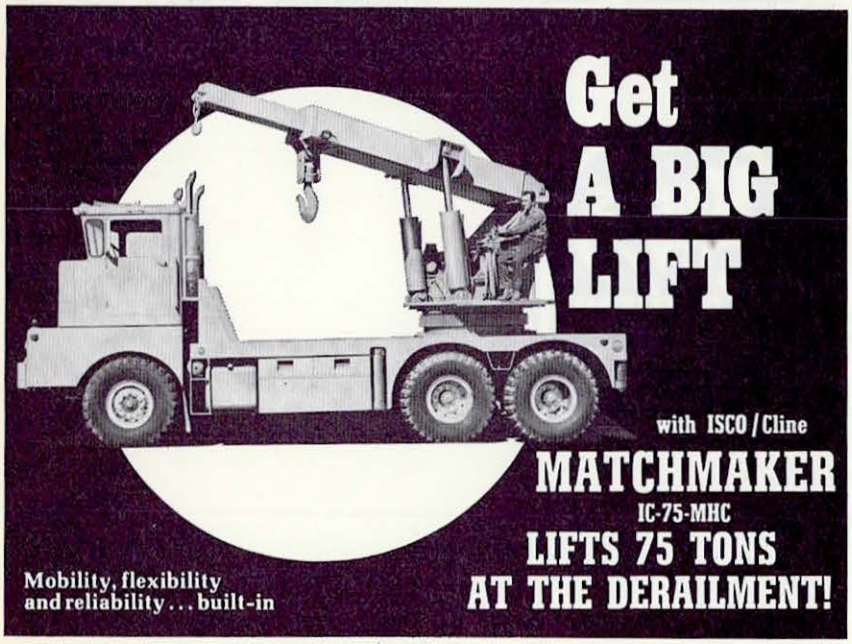
William A. Bowers, manager-records, executive department, appointed staff assistant to chief engineer, Richmond.

SANTA FE.—**B.K. Perry** appointed assistant to general manager-personnel, Los Angeles.

L.D. Eidson appointed superintendent, Los Angeles Terminal division, Los Angeles.

Richard D. Shaver, assistant to general manager-safety, Topeka, named assistant superintendent of safety-system, Chicago.

SEABOARD COAST LINE.—**C.F. Kelly,** assistant general manager-transportation, ap-



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In the switch yards or on the mainline, the IC-75-MHC lifts and repositions derailed locomotives and freight cars faster and easier than any other method. Speed to the derailment site on highway or rail . . . cross over rails without clearance difficulties . . . back the mobile hydraulic crane to the derailment . . . lift 75 tons with fingertip controls.

If operating costs are a problem . . .

The IC-75-MHC utilizes a three man cab. Operates at a fraction of the cost of rail-mounted derricks and winch-driven cranes.

Versatility in operation

With its secondary purpose as a yard service truck, the IC-75-MHC is never idle. Add optional air reservoir for testing air brake systems . . . dual hydraulic service jacks for greater versatility. 60-ton IC-60-RR available with A-frame and winch. These vehicles offer high lifting capacity, maneuverability and versatility with less manpower and lower operating expense!

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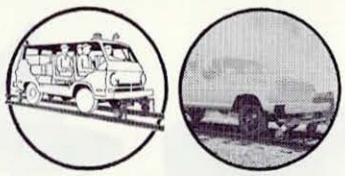
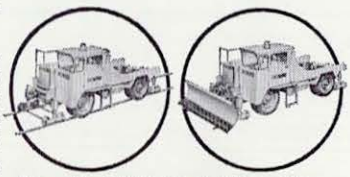


For moving men, materials, equipment
. . . add the versatility of on-rail transportation to your motorized vehicles. Ryd-A-Rail conversion unit models are available for vehicles with GVW ratings up to 60,000 pounds.



For moving freight cars, spotting semis
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Circle 13 on coupon page 33

Glenn F. Reynolds
Milwaukee

Philip J. Cullen
Milwaukee

pointed general manager-transportation, Jacksonville.

Bruce C. High, Jr., assistant vice president-operations, Jacksonville, appointed assistant vice president, Law Department.

R.F. Murphy, manager car utilization, appointed director, car distribution and utilization, Jacksonville.

J.R. Moore appointed engineer, development department, Jacksonville.

F.R. Wiggins, Jr. appointed general agent, St. Petersburg, Fla.

SOO LINE.—Has named the following regional managers, intermodal services: **N.L. Osen**, Chicago area; **Peter Sarich, Jr.**, Twin City area, and **D.J. Mann**, Central Wisconsin area. **R.J. Graner** appointed manager of intermodal equipment, Minneapolis. **H.W. Woelfle** named manager of pricing, intermodal serives, and **V.L. Greco**, assistant manager of pricing, intermodal services.

Wayne C. Serkland named attorney, Minneapolis.

SOUTHERN PACIFIC.—**Albert Leathem**, electrical engineer-construction, retired Dec. 31, 1972. **Gary E. Lucke** named assistant electrical engineer-construction, San Francisco.

Carl O. Olsen, public relations manager, Central District, San Francisco, retired Dec. 31, after 48 years with the SP.

Gilbert L. Smythe named to the newly created post of traffic manager, Southeastern territory, at Atlanta, Ga. Mr. Smythe was formerly district traffic representative, **St. Louis Southwestern**, Houston, Tex.

SUPPLY TRADE

John M. Lenehan has been named district sales manager, **Standard Railway Equipment Division, Stanray Corp.** He was formerly associated with **Buckeye Steel Castings.**

Gregory B. Spanski has joined the sales force of Standard Railway Equipment Division as service representative-special products, Wheel Truing Machine Department.

Georgas Carousso & Associates, Inc., has been appointed by **C&D Batteries**, an ELTRA Co., to handle it's public relations and publicity.

The **Winslow-Atkins Equipment Co.** has moved its office to 2017 Cunningham Drive, Hampton, Va. 23366.

OBITUARY

James W. Bannatyne, 84, retired foreign freight agent, **Santa Fe**, died Feb. 1 at his home in San Francisco.

Joseph R. Dehner, 71, retired assistant vice president, **Seaboard Coast Line**, died Feb. 2 in Ravenswood Hospital, Chicago.

H.J. Farley, 43, former vice president of operations, **Delaware & Hudson**, and recently appointed general superintendent, **Erie Lackawanna**, Cleveland, died Feb. 12 of a heart attack.

Charles H. Foster, 50, recently appointed general manager of transportation sales, **Adams & Westlake Co.**, Elkhart, Ind., died Jan. 26 at General Hospital.

Arthur C. Jepson, 72, retired assistant to the vice president, **Santa Fe**, and retired director and assistant to the president, **Chicago Produce Terminal Co.** and **Illinois Northern**, died Jan. 25 at Ft. Lauderdale, Fla.

Willard W. Knobeloch, 56, assistant to chairman, **Executive Committee-Western Railroad Traffic Assn.**, died Jan 28. He was in charge of the Association's Washington office.

Archibald M. Knowles, 63, vice president and general counsel, **Maine Central**, Portland, Me., died Feb. 14 of a heart attack.

Charles E. Strickland, 80, former president and general manager, **Mason City & Clear Lake** (now Iowa Terminal), died Feb. 5 at his winter home in Scottsdale, Ariz.

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NEW one-piece, positive locking without tools, super-strength, numbered & lettered CABLE SEAL LOCK

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"Celebrating our 100th year of service"

Circle 11 on coupon page 33

move tools and materials to and from maintenance areas the easy way...

with NOLAN Tool and Supply Cart

This handy work-saving vehicle gets equipment where it's needed in a hurry — reduces man-hours needed to perform maintenance chores. The unit divides into 2 sections which can easily be carried by one man. Capacity 2,000 lbs. Platform size 48" x 45". Other sizes and designs available. Write for Nolan Catalog 12.

NOLAN

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Circle 12 on coupon page 33

executive swapping

When it comes to solving problems, we make tracks. Make every effort to get all the facts. Consider all the alternatives. On both sides.

We even have a unique way of doing it. A new exchange program. Executive-swapping, so to speak.

For example, last summer we put our heads together with du Pont. Sent our man to Wilmington for a week. Our Director of Chemicals Marketing. Then played host to their Manager of Rail Transportation for a week.

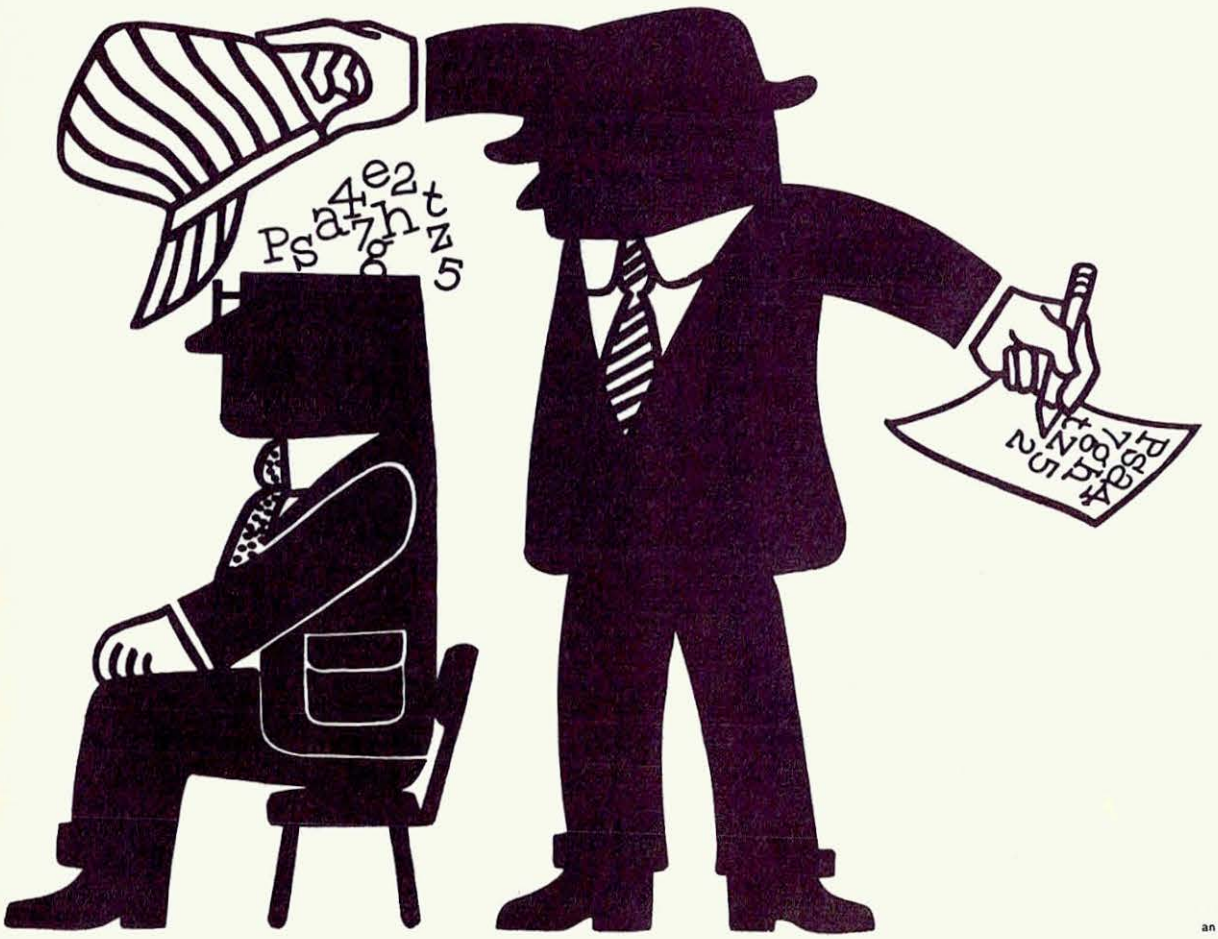
The result has been some innovative thinking that's helped us both come to grips with rising costs. Rent-A-Trains, Mini-Trains, even newer kinds of trains to fill our clients' specific needs.

We've been swapping executives with United States Gypsum and International Paper, too.

If you've got a problem, we'd like to get involved. We know about railroading, and you know your business. There's very little we can't do together once we put our minds to it.

Write Paul Reistrup, our Vice-President of Traffic, 135 East Eleventh Place, Chicago, Illinois 60605, or phone him at 312-922-4811 to get things going.

ILLINOIS CENTRAL GULF
We've been working on the railroad



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Market Outlook

CARLOADINGS

Loadings of revenue freight in the week ended Feb. 10, affected by a strike on the Penn Central, totaled 494,239 cars, according to the Association of American Railroads. This was a decrease of 35,721 cars, or 6.7%, compared with the previous week, and an increase of 37,086 cars, or 8.1%, compared with the corresponding week last year. Ton-miles generated by carloadings in the week ended Feb. 10 are estimated at 15.7 billion, an increase of 12.0% above the corresponding week of 1972.

REVENUE FREIGHT CARLOADINGS

Commodity	Feb. 10 week	Feb. 3 week
Grain	33,963	35,875
Farm products	13,494	18,718
Metallic ores	20,556	24,182
Coal	81,317	86,817
Crushed stone, gravel & sand	19,602	21,135
Nonmetallic minerals	8,755	9,797
Grain mill products	22,064	22,849
Food and kindred products	22,675	24,404
Primary forest products	24,209	24,935
Lumber & wood products (except furniture)	16,870	17,475
Pulp, paper & allied products	22,623	24,234
Chemicals & allied products	28,699	28,904
Petroleum products	10,325	10,555
Stone, clay & glass products	18,254	18,906
Coke	7,830	8,077
Metals & products	25,190	27,692
Motor vehicles & equipment	27,829	28,981
Waste & scrap materials	16,331	16,460
Forwarder & shipper assn. traffic	6,924	7,236
All other carloads	66,338	71,048
LCL traffic	391	361
Total cars loaded	**494,239**	**528,641**
Cumulative total, 6 weeks	1973	1972
	2,949,774	**2,750,299**
Estimated revenue ton-miles (billions) 6 weeks	91.7	83.2

PIGGYBACK LOADINGS

U.S. piggyback loadings for the week ended Feb. 3 totaled 28,960 cars (21.1% above the corresponding week last year) and 49,500 trailers or containers (up 21.3% from 1972). Cumulative volume for the first 5 weeks of 1973 is 131,360 cars (up 17.0% from last year) and 224,451 trailers or containers (up 20.5% from 1972).

IN CANADA

10 days ending	Tons of Revenue Freight	Cumulative Totals
Jan. 31, 1973	6,010,762	17,449,269
Jan. 31, 1972	4,078,910	14,380,858

EQUIPMENT

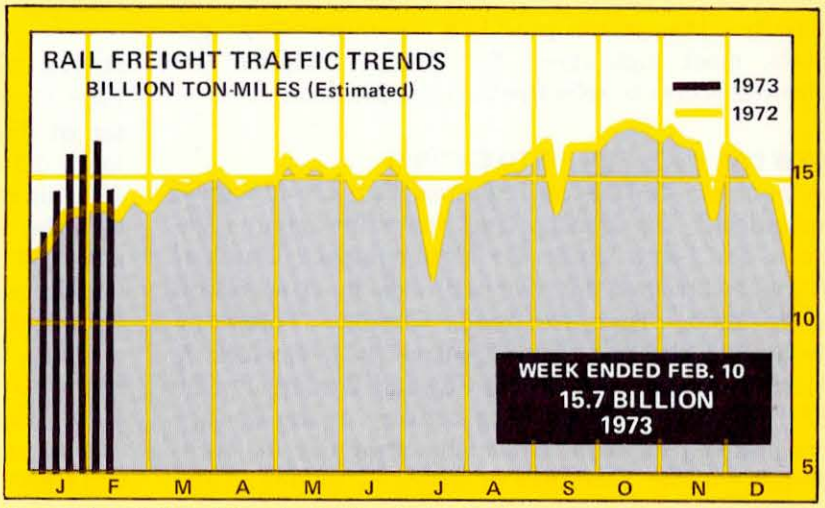
● *Burlington Northern.*—Ordered 1,000 100-ton covered hopper cars from Gunderson, Inc., at a cost of $18 million. The purchase will increase BN's 1973 outlays for equipment to $89.6 million and the total capital-expenditures program to $153 million. Transportation demand related to grain export was cited as the principal reason for the new order; BN grain loadings set a record-high last August, and loadings in January 1973 ran more than double the loadings for January 1972.

● *Canadian National.*—Ordered 1,697 freight cars costing $30.7 million. Hawker Siddeley Canada will build 350 100-ton gondola cars and 400 bulkhead flat cars; National Steel Car will build 500 box cars and 47 trailer flat cars. CN shops will provide 200 bulkhead flat cars and 200 flat cars. Deliveries are scheduled to begin in mid-April and be completed by mid-August.

● *CP Rail.*—Ordered 200 piggyback flat cars from Marine Industries at a cost of $4.5 million. The 63-foot flat cars, equipped with double hitches, are to be delivered in June and July.

● *Seaboard Coast Line.*—Ordered 750 general purpose, 77-ton-capacity, 50 1/2-ft freight cars and 50 diesel units at a cost of more than $26 million. ACF will build the cars, including 500 with 10-ft doors and 250 with 8-ft double doors. Deliveries are scheduled for May and June. General Electric will supply 25 1,800-hp U-18-B units; EMD will supply 25 2,000-hp GP-38-2 units. Delivery of the diesels is to start in March and be completed in May.

● *Providence & Worcester.*—Ordered two 2000-hp M420 road freight units from MLW Industries at a unit cost of $260,000. The new railroad also has an option on three additional units. They will be the first in the U.S. with the Crew Comfort Cabs developed by Canadian National.



Source: Association of American Railroads

Moving Freight

SOUTHERN RAILWAY BARGE PLAN STILL ALIVE

Southern Railway's plan for a barge movement of coal from river points in the Midwest to power plants in the Southeast is still very much a live issue. Favorably dealt with by the ICC in October and now being challenged in court by waterway interests, the plan points the way toward railroad-owned barge service for bulk commodities. Midwest coal reserves for which Southern's original proposal was designed are now not expected to be developed right away, but Southern plans to explore the idea with other customers.

PIGGYBACK TRAFFIC UP 23% FOR PC

A 23% jump in piggyback traffic in 1972 for Penn Central has spawned elaborate plans for continued growth at a high rate. The Intermodal Division, established last year, has embarked in a program for building piggyback volume and profit. Citing a "fundamental shift in our sales and marketing strategy to no longer depend primarily on a dwindling potential for bulk commodity traffic," PC President William H. Moore said his road is going after "the expanding market for merchandise traffic." The goal for 1975 is 900,000 loadings, up from 516,159 in 1972. A major aim is to capitalize on movements of international container traffic.

SCL AND L&N COMPLETE COMPUTER LINK

The "Family Lines," Seaboard Coast Line and Louisville & Nashville, have finished the final change-over to a consolidated computer system for both. All data on the movement of over 150,000 freight cars now goes through a fourth-generation computer system in Jacksonville, Fla. The sophisticated installation, which reduces communications requirements almost 50%, uses 1,084 terminals from Family Lines points plus 118 communications circuits, most high speed full duplex. Shippers are allowed access to selective parts of the data.

NEW CAR POOL FOR PINTO ENGINES

A pool of 83 100-ton high-roof box cars designed specifically for transporting new four-cylinder engines for Ford Motor Co.'s subcompact Pintos is being established by five railroads in cooperation with Ford. The five roads—Detroit, Toledo & Ironton (36 cars), Penn Central (21), Norfolk & Western (11), Union Pacific (8) and Western Pacific (7)—expect to begin taking delivery of the 60-foot cushioned cars from Greenville Steel Car in April. Fitted with an extra tier of engine racks—for a total of four tiers—each new car will have double plug doors. A Ford spokesman said that, while the Pinto's new engine will not weigh more than its predecessors, it is bulkier—due to addition of emission-control devices. The new pool cars will operate between Ford's Lima, Ohio, engine plant and assembly plants in St. Thomas, Ont., Metuchen, N.J., and San Jose, Calif.

COMPUTER YIELDS SHORTEST RAIL ROUTES

A computer system that automatically calculates the shortest rail routes over which carload traffic may be moved has been developed by the National Bureau of Standards for the Department of Transportation. Output from this program will be usable by DOT, ICC, railroads and others in setting freight rates, proposing regulatory legislation and making economic analyses. The computer programs and data files are public use items available from DOT. Data can quickly be updated for the 9,000 junctions, 60,000 stations and 20,000 track segments between junctions.

CP RAIL'S HIGH-CUBE CARS PAY OFF

Three 40-foot boxcars, modified by CP Rail for Johnson & Johnson Ltd., have had their roofs and sides raised 34½ inches to produce a total inside height of 13 feet 5 inches. Double doors were also applied. The use of high-cube cars has increased the average J&J load per car by 25%. Says W.A. Danzinger, manager of traffic and customs for J&J, "We consider these cars to be a major breakthrough. Working with a customer-oriented carrier has been very rewarding." Matching each westbound load from Montreal to Vancouver for J&J is an eastbound load of plywood from Canadian Forest Products.

PC'S FLEXI-FLO SERVICES EXPANDED

Penn Central Flexi-Flo service, enabling easy transfer of dry bulk and liquids from rail to truck for local deliveries, is expanding rapidly, following a 33% increase in 1972. Newly expanded transfer facilities in Syracuse, N.Y. and Hammond, Ind., allow PC to transfer products in more than 100 liquid and dry categories by vacuum, pressure differential or other mechanical means for immediate local delivery. Other PC bulk transfer terminals are located at Boston and Framingham, Mass., Hartford, Conn., North Bergen, N.J., Philadelphia, Cleveland, Detroit, Indianapolis, Louisville and Charleston, W. Va.

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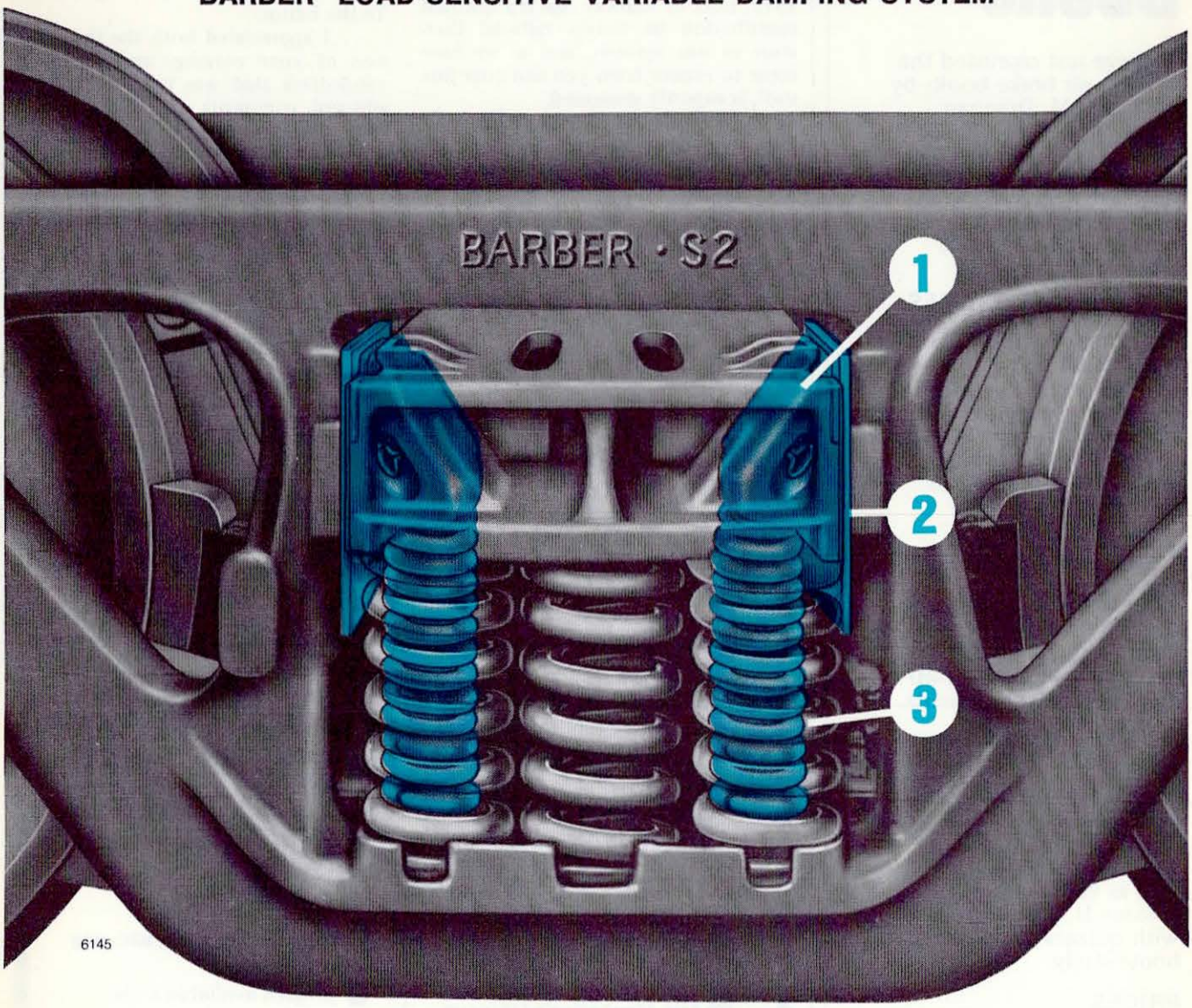

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LETTERS

Railroads and environment

Washington, D.C.

To the Editor:

Your feature on "Railroads and the Environment" appearing in the Dec. 11, 1972, issue of Railway Age is a splendid contribution to timely railroad literature in our opinion, and as we have come to expect from you and your fine staff, is expertly presented.

James R. Coxey, Manager
Environmental Studies Division
Association of American Railroads

The foreign transit scene

New York, N.Y.

To the Editor:

I was fascinated by your article, "Europe in Transit: An American View" [RA, July 10, 1972, p. 38].

Not only did it give a good run-down on new rapid transit projects in Europe, it also stressed the high priority given to innovative transportation improvements by European countries. Awareness of this is vital, if governments in this country are to recognize their responsibilities in providing our urban communities with balanced transportation. I hope Railway Age will continue to highlight news of new rapid transit projects outside the United States.

Dick G. Lam, Jr., Director
Transportation & Regional Planning
City Planning Commission

Open-mindedness

Washington, D.C.

To the Editor:

. . .I appreciated both the thoroughness of your coverage and the open-mindedness that was reflected in your editorial comments in the January 8 issue of Railway Age.

Claude S. Brinegar
Secretary of Transportation

Amtrak's role

Washington, D.C.

To the Editor:

I read with interest the article in Railway Age about Amtrak and Amtrak President Roger Lewis [RA, Jan. 8, p. 20].

It now appears that the people in the United States can look forward to Amtrak as a vital part of the continuing effort to provide a practical, efficient transportation system for them.

Brock Adams
Member of Congress
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Viewpoint

PC and RI: Caution–cosmic-think at work?

First-year journalism students are still taught that a "complete" story answers six basic questions: Who, what, where, when, why, how? Veteran reporters try to write by the same principle. But when you apply that principle to (1) the Penn Central story and (2) the Rock Island story, the typewriter balks. Just about every sentence you write still ends with a question mark.

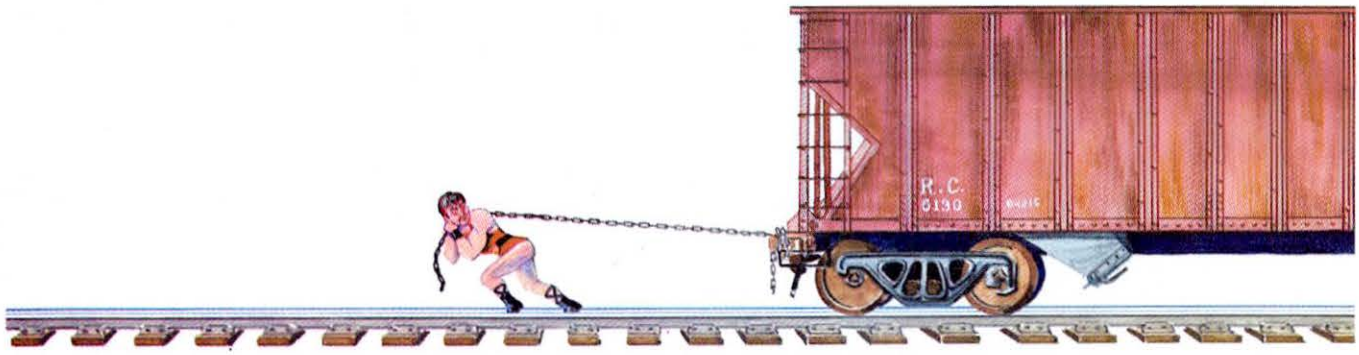
With Penn Central at this point, the basic alternatives are limited: (1) shut it down, or (2) get it help. Since you don't ordinarily give serious consideration to shutting down an enterprise that does what Penn Central does in terms of vital service performed, the "get it help" alternative is really the only practical one. The trustees have outlined one set of proposals. The recent Senate Commerce Committee staff report has another. Congress has told the Administration to come up with a plan. The Interstate Commerce Commission has volunteered to do likewise. The United Transportation Union thinks it has an answer. Question: Can the patient survive while the doctors consult?

With Rock Island, the situation is somewhat different. RI's problems have been many and serious. But it has managed to avoid bankruptcy during all the years since the ICC began considering RI merger/control/dismemberment. Now, the ICC administrative judge handling the case has presumably had his final words. And any lingering hope for a speedy solution to the Rock Island affair has just about vanished. The judge has indicated that a restructuring of rail systems in the West would just be "incidental" to his goal, which was to grant approval to pending proposals with appropriate conditions applied. That's an interesting exercise in semantics, one which makes you wonder what would have happened if the judge had really set out to rebuild the West. Perhaps it's stretching the doctor/patient analogy too far, to say that in this case the patient apparently can't be healed unless his neighbors submit to grafts and amputations. But it's hard to interpret the judge's findings any other way. And it's even more difficult to see how those findings can be of practical, timely help to Rock Island.

THE "RIGHT" SOLUTION IS YET TO COME

It may well be that the "right" solution to Penn Central's problems and the problems of other ailing railroads in the East has not yet been put together. It may well be, too, that railroads in the West could do with a bit of restructuring, because while RI has been the focus of attention it is not alone in its struggle for survival and, hopefully, sometime, good health. But legitimate questions can be raised concerning (1) the time available for further pondering and (2) the advisability of applying what might be termed cosmic-think to rather specific problems.

Logic says that time available is not unlimited—and that in the absence of positive action, problems get worse and not better. Logic also says that if there is to be cosmic-think, it would be better applied to the overall development of a sound, rational, honest, national transportation policy—one that would fairly take into account (1) need, (2) capability, (3) public interest and (4) private interest. Can this be too much to ask?



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